

# FINANCIAL TIMES

Start the week with...



**Headhunters**  
Lured by respectability

Management, Page 12

**Russia's palaces**  
In need of care and attention

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**New Zealand**  
Banks break with tradition

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**Today's survey**  
Revitalising South London

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World Business Newspaper

MONDAY JANUARY 8 1996

## Biggest snowstorm for decades hits US air traffic

The largest snowstorm in decades has hit the eastern US. The National Weather Service predicted up to 30 inches (76cm) of snow for the area around Washington DC, which bore the brunt of the storm, and said zero visibility had virtually closed traffic by air along the east coast corridor. Blizzard warnings were issued from western Virginia to New York, including parts of Delaware, Pennsylvania and Maryland.

**Intel admits chip speed error:** The world's largest chip manufacturer intel said it was "truly sorry" for false results that overstated the performance of some of its newest Pentium chips by about 10 per cent. Page 21

**London exchange faces more conflict:** The London Stock Exchange faces further conflict over trading reforms as investment banks prepare to block a choice of methods for trading shares. The row follows last week's dismissal of the exchange's chief executive Michael Lawrence. Page 20

**Arafat accuses Israeli PLO chairman Yasser Arafat** of Friday's killing of the Hamas militant Yahya Ayyash, calling it a violation of the Israeli-PLO peace agreement.

**Three share UK lottery jackpot:** Nine out of 10 UK adults took part in the country's National Lottery on Saturday, in search of a share of the record £42m (\$64.7m) jackpot. Three tickets will share the biggest prize. Page 5

**US product liability awards cut:** US juries have been awarding considerably smaller amounts to people who claim to have been harmed by defective products. Page 4

**Goldman Sachs,** the investment bank, is close to buying AMP, the US's biggest operator of bowling alleys. Page 23

**Seven killed in Karachi blast**



Seven people were killed and 35 injured when a bomb exploded on a bus in the southern Pakistani city of Karachi, police said. Doctors said the death toll could rise. Sindh province chief minister Abdul Shah blamed unspecified terrorists.

**Japan may seek Airbus design review:** Japan is expected to request a review of the design of the Airbus A300-600, following an investigation into a 1994 China Airlines crash in which 264 people died, according to the Japanese national daily, the Yomiuri Shimbun. Page 3

**Indian PM confirms April poll:** P.V. Narasimha Rao, India's prime minister, said he would "definitely" take the country to the polls in April, though a final date remained to be fixed. Page 3

**Brazil buyer for failed bank:** Brazil's Banco Excel has reached an agreement in principle to acquire Banco Economico, which last year nearly collapsed. Page 4

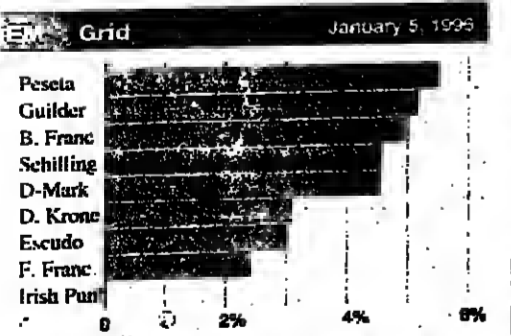
**Granada considers next Forte bid move:** UK leisure group Granada will decide today how to continue its £2.2bn (£1.1bn) hostile takeover battle for Forte, the UK's largest hotels group. The most likely move seems to be a rise in the bid. Page 21

**China silent on Li visit:** China has given no response to the US decision to issue a transit visa to Li Yuan-zu, Taiwan's vice-president. Page 3

**Sinn Féin accused on murders:** Sinn Féin, political wing of the IRA, was accused by UK prime minister John Major of directing recent murders in Northern Ireland by a group claiming to be fighting the drugs trade. Page 5

**Lincoln Kirstein,** joint founder of New York City Ballet, has died in New York, aged 87. His crowning achievement was his role in establishing classical ballet as an American art. **Obituary, Page 17**

**European Monetary System:** The peseta last week managed to climb to the top of the EMS grid, helped by a firmer dollar. The Austrian schilling also moved above the D-Mark, which was generally weaker as the dollar rallied. There was little change to the spread between strongest and weakest currencies. **Currencies, Page 28**



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guildler which move in a 2.35 per cent band.

Azils	5827	Genov	0400	Mala	1005	Costa	CR11.00
Bahrain	Dh1.250	Hong Kong	HK\$2.0	Morocco	Md1.6	ElArabia	SP7.2
Belgium	Bfr75	Hungary	H\$20	Neth	R 4.25	Guatemala	GS2.00
Bulgaria	Lev120.00	India	Rs75	Norway	Nkr20.00	S. Africa	R12.00
Canada	C\$1.20	Israel	Sh1.00	Oman	OR1.20	Spain	Pes250
Czech Rep	100.00	Italy	L1200	Pakistan	Pak10	Sweden	SKr4.00
Denmark	Dkr18	Japan	Y100	Philippines	PhP50	Switz	Sfr7.70
Egypt	E\$2.00	South Korea	W\$100	Poland	Zl20.00	Syria	S\$5.00
France	Ffr110	Taiwan	N\$20	Portugal	Pt\$200	Turkey	Dm1.750
Germany	Dm1.00	USA	\$1.00	UK	£1.00	Uruguay	UR\$10.00

## Clinton's budget plan rejected

By Nancy Dunne in Washington

US Republicans yesterday rejected President Bill Clinton's latest budget plan, as Mr Robert Rubin, the US Treasury secretary, warned that without agreement by mid-February he might be unable to prevent a US debt default.

Mr Clinton's new plan is based on proposals by Senate Democrats which include smaller tax cuts than the Republicans are demanding. Other provisions include a cut of \$102bn from healthcare programmes for the elderly, less than half that requested by Republicans.

The White House said the president's plan "clearly shows" that the budget could be balanced in seven years using Congressional Budget Office (CBO) estimates, without deep cuts in health and education spending demanded by the Republicans.

## Republicans deride fifth attempt to end shutdown as Rubin warns of debt default

The plan submitted by Mr Clinton provides for tax cuts of \$87bn over seven years, while the Republicans are demanding \$245bn in tax reductions. Senior Republicans expressed some satisfaction that Mr Clinton had submitted a balanced budget proposal, but still strongly disagreed with the details.

Mr Clinton met Republican leaders on Saturday night and is expected to hold further discussions with them today, but they are still far from agreement. On Saturday, he also signed two bills that provided for a return to the public payroll for 780,000 workers.

Mr Tom DeLay, the Republican whip in the House of Representatives, yesterday derided the president's latest plan, his fifth, although Mr Clinton had complied with congressional demands for a balanced budget in seven years using the CBO estimates.

However, the plan called for \$400bn more in spending than the proposed Republican budget, and demonstrated that Mr Clinton is "a liberal Democrat who wants to continue spending", Mr DeLay said.

Mr Rubin, who said the US was "okay" in servicing debts until mid-February, insisted yesterday that he had acted within the law to avoid a default and dismissed Republican calls for his impeachment.

He said he would continue to search for a strategy to avoid default using means approved by the Treasury's lawyers. "We have not yet found a measure that is fully compliant with all the requisite statutory authorities, but we are working full bore to get us beyond that period."

The tactics used to avoid a default have infuriated Republicans, who had expected that the threat would bring the president to his knees weeks ago. Instead the longest government shutdown in history has hurt the Republicans' standing in the polls.

Mr DeLay accused Mr Rubin of "looting the pensions funds" and also denied yesterday that the Republicans had retreated by approving legislation on Friday that would allow the government to reopen until January 26.

"We haven't retreated, and we haven't caved in," Mr DeLay said. "We made the president lay a budget on the table, he should have laid out back in November."

He said House Republicans had concluded Mr Clinton did not really want a balanced budget.

Budget analysis, Page 4  
Lex, Page 20

## Japanese coalition to support Hashimoto as new PM

By William Dawkins in Tokyo

Leaders of Japan's three ruling coalition parties are today due to endorse Mr Ryutaro Hashimoto, the combative president of the Liberal Democratic party, as next prime minister.

This will pave the way for Mr Hashimoto, who takes a tough line against foreign trade pressure, to win the support of parliament - where the coalition has a majority in both houses, in a vote on Thursday.

The coalition accord, which also includes the new government's policy manifesto, follows the surprise resignation on Friday of Mr Tomiichi Murayama, Japan's socialist leader.

Mr Hashimoto plans immediately after the vote to announce a radical cabinet reshuffle designed to tighten the LDP's grip on government, according to party officials. Yesterday's pact was made possible by compromises from the LDP, the dominant member of a disparate coalition which groups Mr Murayama's Social Democratic party and the left-leaning New Harbinger party (NHP).

Neither of the LDP's two smaller partners share Mr Hashimoto's eagerness to go to the polls and the LDP itself is divided on when to face a general election. But both Mr Murayama and Mr Masayoshi Takemura, leader of the NHP, acknowledged Mr Hashimoto as the coalition candidate for new leader yesterday.

The LDP also agreed to satisfy the NHP to "make efforts" to clarify who was to blame for the near bankruptcy of seven housing loan companies, which have had to be wound up with the controversial help of at least ¥685bn (\$6.7bn) from public funds.

This is a bolder promise than it sounds, because the housing loan companies were in Mr Hashimoto's charge when he was finance minister from 1990 to 1991, when their leading to over-valued property schemes peaked.

The coalition's decision to hold on to power will be unpopular.

Continued on Page 20  
Coalition sets out agenda, Page 3  
Editorial Comment, Page 19

## Yeltsin draws up list of candidates for Kozyrev's job

By John Thornhill in Moscow

President Boris Yeltsin has begun the search for a new foreign minister whose appointment is expected to signify a change in style rather than substance in Russia's foreign policy.

Observers of the Russian political scene have already suggested several possible replacements, from the ranks of diplomats, parliamentarians and presidential aides, for Mr Andrei Kozyrev who resigned on Friday.

Mr Victor Chernomyrdin, the prime minister, last week held meetings with the leaders of the biggest parliamentary factions in which it is believed he discussed possible cabinet changes.

However, Mr Yeltsin's spokesman has stressed that Mr Kozyrev's departure resulted from his "mistakes" and did not signify a shift in Russian foreign policy. Mr Kozyrev, Mr Yeltsin's longest-serving minister, had been criticised by the president in recent months for not defending Russian interests more vigorously.

Nonetheless, Mr Yeltsin's choice of a successor will be analysed abroad for clues after the mood in the Kremlin after the strong showing of communists and ultra-nationalists in last month's parliamentary elections.

Foreign policy observers suggested the ideal candidate must fulfil three functions: command the trust of Mr Yeltsin, win the respect of the more nationally minded parliament and maintain good relations with the west over issues such as policy towards the former Yugoslavia.

Mr Yeltsin may be tempted to appoint a relatively colourless career diplomat, such as Mr Igor Ivonov, first deputy foreign minister, or Mr Vitaly Churkin, ambassador to Brussels. Both these men have spoken for Russia in negotiations over the fate of the former Yugoslavia.

Such candidates would be unlikely to prove offensive to parliament, but could be closely controlled by the president. Mr Yeltsin recently created a foreign policy council, independent of the Ministry of Foreign Affairs, which is expected to play a higher role in developing foreign policy.

However, the president could opt for a more influential diplomat who has well-articulated views about Russia's international role. Some western diplomats have tipped Mr Anatoly Adamshin, ambassador to the UK, as a likely replacement.

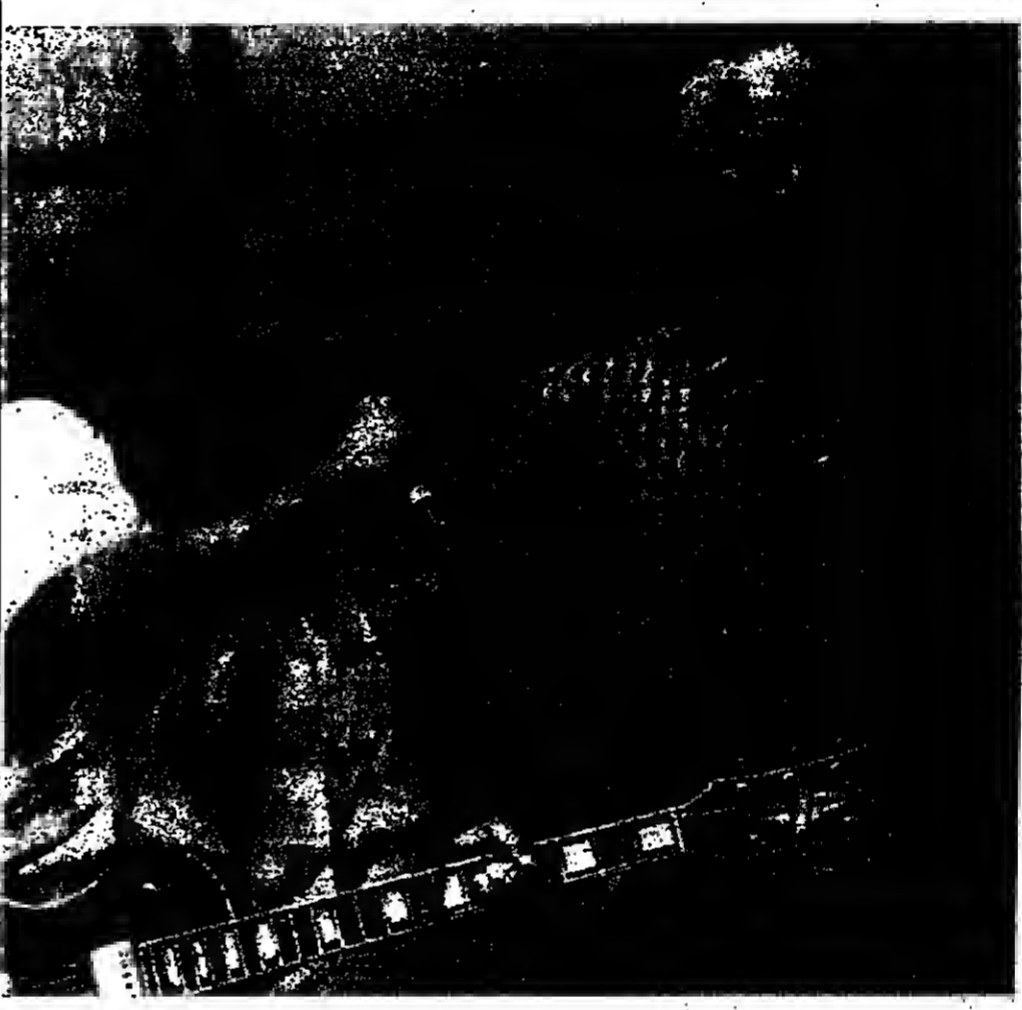
Last year Mr Adamshin was recalled for talks at Mr Yeltsin's holiday home in Sochi, prompting speculation that he might play a more prominent role in Russian foreign policy.

Another candidate of similar stature and nationalist outlook is Mr Yuli Vorotsov, ambassador to the US, who has played an important role in nuclear disarmament talks.

The third option may be for Mr

Continued on Page 20  
Cloudy crystal ball, Page 2

## Celebration for ANC's 84th birthday



South African president Nelson Mandela celebrates the 84th birthday of his ruling African National Congress with South African musician Condy Sibebu. In his annual policy statement Mr Mandela called on his rivals to co-operate in the transition to majority rule.

## Germany's FDP pledges tax cuts in fight for survival

By Peter Norman in Stuttgart

Germany's small, liberal Free Democratic party has staked its political survival on securing an early cut in income taxes, despite the risk of conflict with its Christian Democrat and Christian Social Union partners in the federal government coalition.

At the party's traditional new-year meeting in Stuttgart, Mr Wolfgang Gerhardt, the FDP chairman, insisted a start be made next year on ending the hated "solidarity surcharge". This adds 7.5 per cent to income tax bills to finance restructuring of the east German economy.

Declaring that lower taxes and reduced spending were the way to create jobs, Mr Gerhardt said elimination of the surcharge would be the "decisive signal" for fostering individual initiative and reducing public sector involvement in the German economy.

His words could strain relations between the FDP, the junior coalition partner in Bonn, and Mr Theo Waigel, the finance minister and CSU leader, who yesterday again ruled out an early cut in the surcharge. Mr Waigel fears that such action could push Germany's budget deficit above the Maastricht ceiling of 3 per cent of gross domestic product.

However, the FDP has little option but to pursue distinct policies, even though they could bring confrontation.

After 12 state election defeats, the party is facing an important test on March 24 when voters in Baden Württemberg, Rhineland Palatinate and Schleswig Holstein go to the polls. It needs 5 per cent of the votes in each state to be represented in their parliaments, but a national opinion poll published in the newspaper Die Woche last week gave the FDP just 3 per cent support.

Failure to secure the 5 per cent needed in one or more of the elections could renew internal strife in the party, which last month saw the resignation of left-of-centre Ms Sabine Leutheusser-Schnarrenberger from the post of justice minister in Bonn. A split

in the FDP could threaten the coalition of Chancellor Helmut Kohl, which has a majority of just 10 seats in the Bundestag, the lower house of parliament.

The policy of differentiating the FDP from its coalition partners is the idea of Mr Guido Westerwille, the party's ambitious 34-year-old general secretary. At Saturday's meeting, he poured scorn on the CDU and CSU for, in effect, being social democratic parties while marking out the FDP as the party of the individual and small businessmen.

Other speakers also underlined the FDP's independent status. Mr Klaus Kinkel, the foreign minister and former FDP leader, declared that the party would be loyal to the Bonn coalition but that its partners should realise it had its own views and pride.

As if to emphasise the point, he adopted a more strident tone than usual on several foreign policy issues. He condemned French nuclear tests and demanded that Russian president Boris Yeltsin halt the war in Chechnya.

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NEWS: EUROPE

# Italy ensures turbulent backdrop for EU

Rome's presidency of the Union is likely to be hampered by uncertainty surrounding Dini's future, writes Robert Graham

The Italian prime minister's office has been thoughtful enough to distribute a simple but elegant diary for 1996. It contains a list of names and telephone numbers of all members of the government, headed by Mr Lamberto Dini as prime minister. As the country's politicians debate the future of Mr Dini, who tendered his resignation just before the new year, some might accuse the prime minister's office of optimism. Certainly Mr Jacques Santer, president of the European Commission, who meets Mr Dini in Rome today for the formal session of the Italian presidency of the EU, must be wondering whether Mr Dini will be his interlocutor for the next six months. Matters will be unclear for up to two weeks. Mr Dini has staked his claim to continue in office - with a reshuffled cabinet, if necessary - on the grounds that he is the most suitable figure to guide Italy during the EU presidency, which rotates every six months among the 15 member states. Already he has left his mark

by ensuring his home town of Florence is the site of the main council meeting, while Turin, the native city of Ms Susanna Agnelli, his foreign minister, has been chosen to hold the opening of the intergovernmental conference (IGC). However, as all the political leaders admit in private, maintaining Mr Dini with a stable government for the duration of the EU presidency is merely a means of postponing the date of a general election until at least June. The EU presidency only emerged as a factor in domestic politics last autumn. Before then, most politicians representing a wide swathe of opinion raised no objection to an election in February or March. This would have meant the first part of the presidency being taken up with campaigning and the latter half with forming a government, given the length of the Italian political process.

Even those who now advocate holding elections in June - principally the centre-left coalition that has backed Mr Dini - recognise this means having a caretaker government for the latter part of the presidency. Given that parliament has to be dissolved at least 45 days before an election, there would be no executive government from early April. Whatever the scenario it will be difficult for Mr Dini, or any other government, not to be distracted by a turbulent domestic backdrop. If he is confirmed in office, Mr Dini, a former director general of the Bank of Italy, will be the first non-elected figure to head an EU presidency. The preoccupation with domestic politics has ensured that Italy has given little thought at the political level to any serious initiative during the presidency. However, the bureaucrats have been hard at work and claim to have prepared the agenda minutely.

Compared with Italy's previous presidency, rather more input has come from the prime minister's office. This is because the upper echelons of the foreign ministry were left divided by the experience of Mr Antonio Martino as minister under the 1994 Berlusconi government; Mr Martino, for the first time, introduced a strong dose of Euro-scepticism into EU policy. Mr Dini over the past year has been concerned to bring Italy back toward the mainstream. Thus, despite government uncertainties, the Italian presidency is unlikely to reflect any of the Martino era Euro-sceptic ethos. Furthermore, officials point out that the absence of contentious issues on which decisions have to be taken over the next six months, combined with the low-profile presidency imposed by political uncertainty, will make this a relatively uncomplicated presidency.

This view is shared by Italy's main partners in Brussels. The main event will be the opening of the IGC at Turin on March 29-30. It is probably too late for it to be much more than a symbolic occasion for a restatement of faith in the European ideal. Nevertheless, the Italian government may well use the occasion to produce some fresh ideas on economic convergence criteria which would reflect the country's problems of compliance with the current Maastricht norms by 1998. Italy is expected to do its best to carry forward the Mediterranean initiatives begun by the Spanish at Barcelona in November, the centre-piece of which was the beginnings of a free trade zone between the EU and 12 Middle Eastern and North African states. The Italians will also probably raise the question of immigration higher up the agenda. It is also likely that they will

give more attention to the question of employment - both to demonstrate to the Italian public that Europe cares about a key domestic issue, and to give new impetus to the Delors white paper on jobs competitiveness and growth. This was prepared under the then Commission president, Mr Jacques Delors, in 1993 and has since been gathering dust. Whoever is in government will have to give urgent attention to beefing up the foreign ministry for the presidency. Although Ms Agnelli, the sister of retiring Fiat boss Giovanni, can be arrogant and easily bored, Italy's partners have no quarrel with her as minister. The problem is the need for the minister to have more help. In the previous Italian presidency, the foreign minister was backed by four under-secretaries. At present there are only two and one of these, Mr Emanuele Scammacca, an EU expert, is due soon to become ambassador to Russia. Discussion has centred this week on appointing a deputy minister with special powers for the term of the presidency.

EUROPEAN NEWS DIGEST

## Rome accused on phone costs

Italian unions, consumer associations and politicians are calling on the government to withdraw or rethink changes to telephone tariffs which will increase the cost of many local calls. Ministers signed decrees on Friday which will increase local call charges at peak daytime hours, and raise the domestic and business subscription paid to Telecom Italia, the state-controlled telephone company. Unions have accused the government of going back on a commitment not to increase public service tariffs, and warned that the changes may fuel inflation. The government argues that the increases will be more than offset by the extension of the off-peak period and the reduction of long-distance and some international call charges. Telecom Italia claimed the net result would be a 1,380bn (€238m) reduction in annual income from subscriptions and tariffs. Italy is the latest European government to feel the wrath of consumers and unions in its attempt to "rebalance" tariffs, bringing consumer charges into line with costs, and improve the state telephone company's ability to compete with EU operators. On Friday, Germany's post and telecommunications ministry suggested Deutsche Telekom review the figures on which its tariff changes were based, in an effort to end a row over rises in local call charges. *Andrew Hill, Milan*

## Santer confident on Emu

Mr Jacques Santer, European Commission president, said yesterday he expected up to nine of the European Union's 15 members to qualify to start up a single EU currency on schedule in 1999. "I am confident, at least according to our forecast at this moment, that seven to nine members will fulfil the criteria," he said on German television. "I am confident that we can meet the deadline. We must meet it." EU leaders have made it clear that economic and monetary union will not take place unless it includes both Germany and France - which is struggling to meet the tough economic criteria for countries joining Emu. But Mr Santer reaffirmed there could be no relaxation of the criteria - a position strongly advocated among others by Bonn, which wants to ensure that a single currency is no weaker than the D-Mark. "There will be no softening of the convergence criteria while I'm around," Mr Santer said. *Reuter, Bonn*

## Sogemin 'surprise' over writ

Sogemin, the London Metal Exchange trading company owned by Union Minière, the Belgian metals group, yesterday said the legal action started against it last week by Chile Copper Corporation (Codeco), alleging conspiracy to defraud Codeco, had come as a surprise. The writ provided no evidence of bow Sogemin was implicated in the improprieties alleged, it added. Nevertheless, Sogemin said, it was conducting a full internal investigation into the matter. The company also made it clear the writ did not refer to the \$77m Codeco lost through speculative trading in the LME's copper market between 1990 and 1992. Codeco said last week it was trying to recover only excessive commissions and other improper payments made during those years, plus interest and damages. Sogemin yesterday pointed out it never had its own office for brokerage in Chile but "certain aspects" of its business in the country were conducted via a local company appointed for this purpose as this was required by the Chilean government. Codeco's lawyers indicated last week the group expected to start other action against metals brokers in London and New York. Mr Juan Pablo Devila, the trader responsible for Codeco's losses, dealt with 22 other LME brokers as well as Sogemin. *Ken Gooding, Mining Correspondent*

## Aznar holds opinion poll lead

Spain's conservative Popular party has a nine-point lead over the governing Socialist party, and opposition leader Mr José María Aznar is likely to be close to an overall majority when general elections are held on March 3, according to an opinion poll published yesterday. Mr Aznar opened a 10-point lead over Mr Felipe González, the prime minister, in the European elections of June 1994 and the gap between the two parties has remained virtually unchanged in opinion polls. The latest poll, published by the Madrid daily El Mundo, gave the Popular party 40.3 per cent of the vote and Mr González's Socialist party 31.2 per cent. According to the poll, the conservative opposition could return between 165 and 173 members to the 350-member parliament, up from the 141 seats it won in general elections in June 1993. The Socialist party, which has been in power since 1982, could have its current parliamentary tally reduced from 159 seats to between 115 and 120. *Tom Burns, Madrid*

## Chechnya separatists 'killed'

Russian troops in Chechnya said they had killed 27 separatist fighters and destroyed an arms depot in the breakaway region over the weekend, Interfax news agency reported. The military command refused to say exactly how or where the separatists died but said there were no Russian casualties. On Saturday, Mr Pavel Grachev, Russian defence minister, predicted an upsurge in fighting between federal troops and separatists in Chechnya, but said peace talks should continue. He said the separatists loyal to Chechen leader Dzhokhar Dudayev had used a relative lull during peace talks in the Chechen capital of Grozny to "prepare their weapons and recruit mercenaries". Russian forces regained control of Gudermes, 30km east of Grozny, on December 26 after some of the worst fighting seen since a June ceasefire. Refugees fleeing Gudermes, Chechnya's second biggest town, spoke of hundreds of civilians killed. *AFP, Moscow*

## Abkhazia attack condemned

Mr Eduard Shevardnadze, Georgian leader, yesterday condemned the killing of eight Georgians in separatist Abkhazia and said the action was intended to disrupt the peace process in the Black Sea province. A Georgian security ministry spokesman said Abkhazian fighters killed eight people, including an entire family of six, in the province's Gali region on Friday. Mr Shevardnadze said in a statement that the killings were aimed at hampering the peace process. Georgia has insisted that Abkhazia is part of its territory, rebel fighters captured the regional capital Sukhumi and forced out Georgian troops in September 1993. Russia, which is trying to mediate in the three-year conflict, has a 3,000-strong peacekeeping force close to the border between the province and Georgia proper. Figures from both sides say more than 7,000 people have been killed in the conflict and more than 200,000 ethnic Georgians, half the province's population, have been forced to flee. *Reuter, Tbilisi*

## Blasts in Corsica continue

A bomb blast, claimed by Corsican separatists, caused serious damage to a government building yesterday, but no casualties. There have been an estimated 20 such attacks in the past few weeks on the French Mediterranean island. The latest blast damaged the ground floor of an educational administration building in Bastia, northern Corsica. The attack came as Mr Jean-Louis Debré, French interior minister, prepares to visit the island this month in an attempt to end the unrest. *AFP, Corsica*

## Swiss expel Russian diplomat

Switzerland has expelled a Russian diplomat from Moscow's mission at the United Nations in Geneva for "illegal espionage activities", the federal justice and police ministry said yesterday. The diplomat, who was not named, returned to Russia on December 31, the ministry said. The weekly newspaper Sonntagsblick said 44 spying cases were uncovered by Swiss authorities between 1984 and 1994, including 12 cases of espionage for the former Soviet Union. *Reuter, Zurich*

## Fears over Russian economic reform commitment overshadow loan decision

### IMF peers into cloudy crystal ball

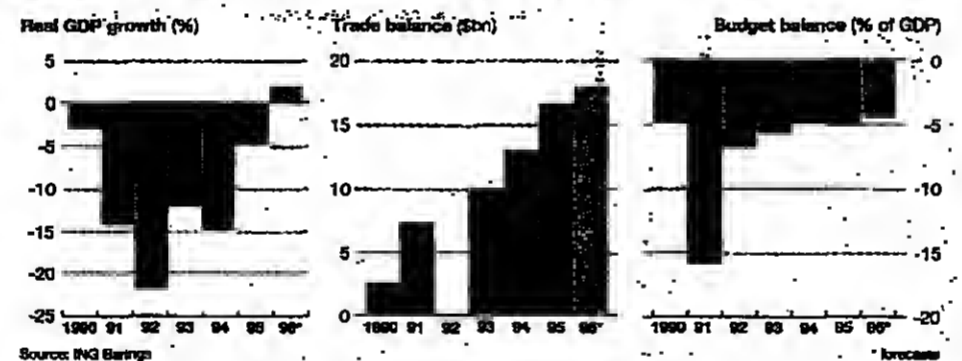
Russia's reform-minded government ministers must have celebrated Orthodox Christmas uneasily yesterday as they dwelled on the latest rumours that President Boris Yeltsin was preparing to ditch some of their most forceful supporters. After the surge in support for communists in last month's parliamentary elections, Mr Yeltsin lashed out at "saboteurs" within the economics ministry whose mistakes had undermined the credibility of reform. Moscow was abuzz at the weekend with rumours that Mr Yeltsin had signed a decree sacking Mr Yevgeny Yasin, the liberal economics minister, and his deputy, Mr Yakov Urinson, who have provided much of the intellectual ballast for the reform agenda. Mr Yasin denied he was about to be dismissed, but the virulence of the speculation highlights the intensity of the battle raging for Mr Yeltsin's political survival. At the removal last week of Mr Andrei Kozyrev, his ever-loyal foreign minister, has shown, the calculating 64-year-old president is prepared to sacrifice any pawn to give himself a hatting chance in the endgame for the presidential elections scheduled in June. There are those within Mr Yeltsin's entourage who argue

that he should steal his opponents' economic clothes and halt privatisation, intervene more actively to support crippled industries and increase spending on social welfare - even if it leads to higher inflation. They take it as read that, health permitting, Mr Yeltsin will stand for re-election this year. Such swirling uncertainties make it difficult to predict the course of economic policy with any confidence. Pity, then, the International Monetary Fund, which is in advanced talks with the Russian government about releasing one of its biggest loans. Within the next few weeks the IMF must decide whether to continue backing Russian economic reform with a budget support loan, known as an Extended Fund Facility, which could lead to the phased disbursement of \$9bn-\$15bn over the next three years. The decision could have a critical impact on the development of Russia's fragile market economy - and the credibility of the IMF itself. Independent economists suggest the successful implementation of an IMF lending programme could entrench the economic progress the Russian government has made in 1995 and help spark growth this year. But a refusal to grant the loan would be widely viewed in Moscow as a massive vote of no confidence by the west in Mr Yeltsin. It could seriously damage the Russian economy, given that the government has already pencilled IMF funds into its budget plans. The IMF prides itself on a reputation for assessing loans on the basis of economic merit, rather than political hypothesis. Last year, for example, it had no qualms about agreeing a \$6.5bn loan with Russia while the conflict in the breakaway region of Chechnya was still raging. Politics are only deemed relevant insofar as they affect the government's ability to deliver on its economic commitments. But doubts are beginning to creep in on precisely that score, given the uncertainty over whether the ministers



Boris Yeltsin at a service to celebrate the Russian Orthodox Christmas in Moscow yesterday

### Russia: on the brink of bearing reform fruit



likely to sign an IMF agreement will remain in place to implement it - especially if a communist candidate were to win the presidency. "The political situation is clearly unsettled and that will make it difficult to make substantial progress on economic stabilisation - or even hold the fort," says one western economist. The IMF may gamble on the fact that Mr Yeltsin has altered his rhetoric - and even sacrificed government personnel before - without fundamentally changing policies. In 1993, for example, the reformers were alarmed when Mr Viktor Chernomyrdin, a dour Soviet-style apparatchik, replaced the free-market Mr Yegor Gaidar as prime minister and lashed out at "market romanticism". But Mr Chernomyrdin has stuck doggedly to a stabilisation programme that appears on the brink of bearing fruit. The IMF can certainly take heart from recent economic indicators: ● The monthly rate of inflation in 1995 was cut from 17.8 per cent in January to 3.2 per cent in December and could fall even further this year. The government estimates every 1 percentage point fall in inflation lifts 700,000 people above the poverty line. ● The central bank has amassed considerable hard currency reserves and established real credibility in holding the rouble within a narrow band since summer. ● The 1996 budget, which forecasts a budget deficit of less than 4 per cent of gross domestic product, has been adopted by parliament earlier than in previous years. ● Industrial production appears at last to have bottomed out and in 1996 may register its first annual increase this decade. The OECD is forecasting a 2 per cent rise in gross domestic product this year - barring any political reversals. "Without question, the government has made substantial progress on the macro-economic front," says Mr Charles Blitzer, chief economist at the Moscow office of the World Bank. "The economy is showing signs of turning the corner." Mr Yeltsin's strategists may yet conclude his best chances of re-election come from pressing ahead with the main thrust of the government's tough economic policy while trying to smooth its edges by ensuring wages and pensions are paid fully and on time. Mr Yeltsin may also take some comfort from the Fund's arguments that real economic stabilisation often proves politically popular. This was shown in Brazil in 1994 when Mr Fernando Henrique Cardoso, the tough-minded finance minister, was elected president. Whatever is in doubt, it is certain the coming weeks will provide a compelling test of both Mr Yeltsin's commitment to economic reform and the IMF's resolve. *John Thornhill*

The Financial Times plans to publish a Survey on **European Postal Services** on Thursday, February 8. If you would like to reach readers in 160 countries worldwide with advertisement, contact: **Kirsty Saunders** Tel: 0171 873 4823 Fax: 0171 873 3204 **Polly Atwood** Tel: 0171 873 4685 Fax: 0171 873 3062 **FT Surveys**

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## Warsaw cuts key interest rates

The National Bank of Poland (NBP), the country's independent central bank, has lowered its two main interest rates by two percentage points. The "crawling peg" devaluation of the zloty against a basket of currencies is also to be reduced from a monthly 1.2 per cent to 1 per cent in an attempt to slow the growth of foreign currency reserves, which rose \$8bn last year to \$15bn. The decision by the NBP will be greeted with relief by Poland's former communist-led coalition government, which has long argued for lower interest rates to match falling inflation. From today the bank's lombard rate, which is designed to act as a ceiling for the domestic interbank market, will be an annual 26 per cent while the

discount rate, used mainly for loans to finance food crop purchases, falls to 23 per cent. The NBP says consumer prices at the end of last year were 22.5 per cent higher than at the end of 1994 and it is ready to accept that the government's inflation target of 17 per cent this year could well be achieved. Ms Hanna Gronkiewicz-Waltz, who heads the bank, took a fiercely anti-communist line in her failed campaign to win the country's presidential election last November. She said recently that relations with Mr Grzegorz Kolodko, the finance minister, were good, signalling a possible thaw in what has been, at times, a hounding debate on monetary policy. The decision to lower interest rates was anticipated by foreign investors, who have

been moving in recent days to purchase government bills with the resulting inflows of foreign currencies. This prompted the central bank to speed its decision, which had been expected around the middle of the month. The Warsaw Stock Exchange also saw a revival in its fortunes ahead of the interest rates move as the main WIG indicator rose by 9.4 per cent in the first trading week of the new year, and by 4.3 per cent to 2,389.5 on Friday, when the cuts were announced. The NBP's decision comes as parliament is due to pass this year's budget, which includes a planned deficit equal to 2.8 per cent of gross domestic product, with the economy set to grow by 5.5 per cent. In the budget the government assumes a lombard rate averaging 24.3 per cent over the year.



Hanna Gronkiewicz-Waltz: cordial relations

# Japan's coalition sets out agenda

By William Dawkins in Tokyo and Our Foreign Staff

Japan's three ruling coalition parties yesterday agreed an accord which includes the new government's policy manifesto. The agreement, reached by the coalition of the Liberal Democratic party, Socialists and the left-leaning New Harbinger party, paves the way for LDP leader Ryutaro Hashimoto to take over the reins of government from the outgoing prime minister, Mr Tomiichi Murayama, who announced his resignation on Friday.

The agreement also includes a promise, in deference to the pacifist wing of the SDP, to push for a review of US forces on the southern island of Okinawa, a slight concession from

become a military power again. Also agreed were the lifting of curbs on holding companies to promote entrepreneurship, and a reduction of the current account surplus to 1 per cent of

towards other Asian nations. Under yesterday's agreement the coalition also aims to:

- streamline Japan's military forces and raise efficiency
- hearing in mind the opinions of Japan's Asian neighbours and of domestic opinion, practise caution in promoting moves to win a permanent seat on the UN Security Council;
- ensure financial institutions take full disclosure steps. Try to recover debts from ailing private mortgage companies, or *jusen*, and clarify the responsibilities on the issue;
- take quick steps to review the financial structure built around the finance ministry, and to create a fresh financial system with greater transparency. The coalition will try to ensure a system to deal

quickly with financial institutions in danger of bankruptcy; ● aid victims of acts of terrorism by the doomsday cult Aum Shinri Kyo and study ties between politics and religion; ● promote steps to normalise Japan's ties with North Korea; ● promote streamlining and reduction of US bases in Okinawa without jeopardising security ties with the US. Kyoto reports: A car driven by a lance corporal from the US Marine Corps in Okinawa was involved in an accident that led to the deaths of a woman and her two daughters yesterday. The incident follows public outcry over the presence of US forces following the charging of three soldiers over the rape of a schoolgirl. Editorial Comment, Page 19



The Asahi Shimbun newspaper announces the 'Birth of the Hashimoto Administration' at the weekend

the LDP's traditionally pro-US military stance.

Coalition officials yesterday said the tripartite agreement covered such areas as reform of the United Nations, the Diet (parliament), politics, administration and education as well as Japan's pledge not to

gross domestic product from the 1986 level of 2.1 per cent.

On foreign policy, the coalition accord calls for reassessment of US ties, already on the agenda for discussion when US President Bill Clinton visits Tokyo in April, as well as development of diplomacy

## INTERNATIONAL PRESS REVIEW

# Three unelected governments in a row

### JAPAN

By Michio Nakamoto

The Japanese public has become inured to domestic political surprises. Ever since the 38 unchallenged years of Liberal Democratic rule was broken in 1983, domestic politics, in the eyes of a numbed public, has come to resemble a circus in which the normally preposterous becomes mundane.

Last week's sudden decision by Mr Tomiichi Murayama to resign as prime minister heightened that perception. Predictably, his abrupt departure was greeted by the country's media with more cynicism than astonishment, let alone regret.

It was unsurprising that the Japanese media should be so unperturbed by Mr Murayama's resignation. For some time the press has been suggesting that it was time for him to step down. Now that he has, the press could only repeat their reasons for urging his replacement.

While acknowledging Mr Murayama's achievements, such as the government's settlement with the Minamata victims of mercury poisoning, the *Asahi Shimbun*, a left-leaning paper, was particularly critical of his failure to stand up for the policies his socialist party and of the successive compromises he has had to swallow as leader of a coalition government.

as defender of a US-Japan security treaty which his Social Democratic party had long opposed. The paper was also critical of the lack of strong political leadership in tackling pressing issues such as structural reform and it repeated its contention that "the Murayama government has already served its purpose".

The *Asahi Shimbun* (Nikkei), a national daily with a focus on economic and business affairs, was equally disparaging.

Mr Murayama's departure was long overdue, the Nikkei said. As a flexible and practical person, he was suited to be the glue that held the coalition government together. But once it saw the country through the 50th anniversary of the war, the coalition's purpose became mainly to keep itself in power. When that happened, the Nikkei said, it lost the support of the people. "Having played its part, the life of the Murayama government had already come to an end."

But even more than Mr Murayama's lack of leadership and the political paralysis that characterised his government, the press kept its harshest comments for the increasing divorce of politics from the public.

Mr Murayama's resignation, and the three-party coalition's acceptance of Mr Ryutaro Hashimoto, the leader of the Liberal Democratic party, as his most probable successor, has intensified public disgust with the musical chairs played by various political parties in



A Lucky Bag... Ryutaro Hashimoto gets a welcome surprise from a traditional Japanese Lucky Bag - the resignation of Tomiichi Murayama. Asahi Shimbun.

their attempt to stay in power. "We find it highly objectionable and unacceptable that the new government... is to be determined through a kind of collusion between the three parties of the coalition," the Nikkei said.

Other publications echoed the view of the *Asahi* and the *Nikkei* that as Japan faces a time of economic difficulty and profound social change, the country

needs stronger leadership than Mr Murayama has been able to provide. The *Yomiuri Shimbun*, the most widely read national daily, said there was strong public criticism of the style of transfer of power within the coalition government.

Frustration with the coalition government has been building up in Japan ever since the sudden resignation of the former prime minister, Mr Morihiro Hosokawa, in early 1994. Mr Tsutomu Hata, who unexpectedly found himself prime minister as a result of Mr Hosokawa's untimely departure, left equally abruptly, leading to the prime ministership of Mr Murayama.

As the *Asahi Shimbun* noted in a Saturday column, if Mr Hashimoto becomes prime minister, the Japanese public will have been forced to accept three successive governments which have not been chosen through a general election. The handover of power within the coalition "has made fools of us citizens," added the *Monday Shimbun*.

Against this recent history of Japanese politics, what the press has emphasised is the importance of allowing the Japanese people to choose their own government in a general election.

"It is unacceptable for a government which has not received the judgment of the people to be allowed to continue any further," the Nikkei writes. The consensus is that by heightening dissatisfaction with the government, Mr Murayama's resignation promises to force an unexpectedly early election.

### ASIA-PACIFIC NEWS DIGEST

# Rao reaffirms April election

Mr P.V. Narasimha Rao, India's Congress party prime minister, said at the weekend he would "definitely" take the country to the polls in April, though a final date remained to be fixed. Mr Rao's remarks, later confirmed by government officials, is the firmest suggestion of an election date so far.

Final dates must be confirmed after further consultation between Mr Rao and India's independent election commission. Mr T.N. Seshan, India's controversial and outspoken chief election commissioner, was non-committal in comments to the *Economic Times* at the weekend, saying that they "had to take several factors into account before finalising the dates".

Mr Rao had widely been expected to keep the poll date as close as possible to the formal expiry of his government's five-year term in June and has often hinted at an April date. The elections would be to the 545-seat Lok Sabha.

Mr Rao, speaking to Indian reporters after a visit to the central state of Madhya Pradesh, said it was "possible" his government would hold a further session of parliament before the general elections. Mark Nicholson, New Delhi

## Dabhol verdict delayed

The Indian state of Maharashtra failed at the weekend to deliver its expected verdict on the \$2.8bn Dabhol power project, despite discussing the renegotiated deal for two hours on Saturday. Mr Manohar Joshi, the state's chief minister, said discussion on the project, India's biggest and most controversial foreign investment, had been adjourned. The cabinet may meet to continue talks today. The project has been in abeyance since its cancellation in August. A renegotiated form of the deal was agreed between Enron, the US energy group leading the project, and a team from the Hindu nationalist state government. State ministers were quoted last week as saying that this renegotiated deal had been in principle approved and awaited only a formal announcement. Mark Nicholson

## Taiwan trade surplus tops \$8bn

Taiwan recorded a trade surplus of US\$8.11bn in 1995, a rise of 17.2 per cent from a year earlier and the first rise since 1991, newspapers reported at the weekend. The government is expected to release official figures today.

Total two-way trade reached a new high of \$215.26bn last year, up 20.6 per cent from 1994, the *Commercial Times* said. Exports climbed to \$111.69bn and imports were \$103.5bn, representing increases of 20 and 21.4 per cent respectively, the paper said.

The amount was 5.4 per cent more than the \$7.7bn the country earned in 1994, the report said, attributing the growth to a steady increase in exports. Laura Tyson, Taipei

## Afghan peace talks move

The Afghan government yesterday said it would send a delegation for its first peace talks with the opposition Taleban movement, but blamed the Islamic militia for a new rocket attack on Kabul that it said killed four people.

President Burhanuddin Rabbani's government will send the delegation to the Taleban headquarters in the southern town of Kandahar, his spokesman said. No firm date had been set for the talks, which are expected to discuss ways of ending fighting between the two sides.

Last week, Taleban agreed in principle to the idea of receiving a government delegation, although it has yet to respond to this particular proposal. Reuter, Kabul

# China silent on US visa for Li

China yesterday gave no response to the US decision to issue a transit visa to Mr Li Yuan-zu, Taiwan's vice president, writes Laura Tyson in Taipei.

Although it is unlikely Beijing will react as sharply as it did to Taiwanese President Lee Teng-bui's visit to the US last year, the issue could renew sensitivities across the Taiwan Strait.

The US visa will allow Mr Li's aircraft to stop in Los Angeles on January 11 and 16 on his way to and from Guatemala, where he is to attend the inauguration of

the central American country's new president on January 14. Mr Li needs a US visa so his aircraft can be refuelled.

"There will be no public activity during the transits," a US state department spokeswoman said at the weekend.

China regards Taiwan as a rebel province in the hands of an illegitimate government and objects strenuously when countries with diplomatic ties, with Beijing treat Taiwanese officials in what might be construed as an official capacity. Beijing was enraged when the US per-

mitted President Lee to make a private visit to the US in June to deliver a speech at Cornell University. The incident led to a serious deterioration in Sino-US relations, which have yet to recover. China interpreted Mr Lee's US trip as an attempt covertly to promote Taiwanese independence, which Beijing opposes.

China's foreign ministry spokesman, Mr Chen Jian, said on Thursday: "We ask the US side... not to do things that would harm the relations of the two countries or hurt the feelings of the Chinese people."

# Wheat farmers ponder future

Nikki Tait finds price rises have come too late for some Australians

Ms Penny Henley looks down over the 2,000 hectare property, just south of the New South Wales-Queensland border, which she and her husband have farmed for the past 30 years.

Along a nearby strip of road - about 25km in length - five families have sold up and moved out recently, she says.

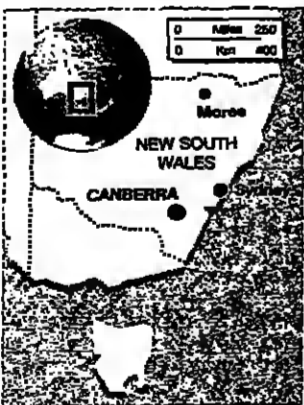
Chris, her husband, whose family has been working Australia's land for a rare seven generations, puts the point even more starkly. "Twenty years ago, 140 families were delivering to the silo at North Star," he remembers. "Now there's about 12."

The couple, whose children are still at high school, recall that they are the last of their generation continuing to farm in the area. "It's pretty disheartening," says Mrs Henley. "You lose your community - and that's what you need."

What makes the comments surprising is that the Henleys - and most of their neighbours - are wheat farmers. By all accounts, they should be cracking open the bubbly, not worrying about their dissipating society.

In the face of an international supply crunch, world wheat prices have soared. World stocks are at the lowest for two decades, while the Australian Wheat Board's pool prices have been at record levels, with benchmark Australian Standard White wheat fetching A\$235 a tonne.

Moreover the severe drought which beset the eastern seaboard throughout much of the 1990s started to break earlier this year. According to the Australian Bureau of Agriculture and Resource Economics, the government-owned fore-



casting agency, this season's wheat production should be over 17m tonnes, 92 per cent higher than the previous year. In New South Wales alone, production is expected to rise almost fivefold to 4m tonnes.

However, the Henleys' downbeat assessment is echoed by traders in nearby country towns. "It's been quite slow, and very patchy - nobody seems to have much spare this Christmas," says the proprietor of Habitat Interiors, a gift shop in the market town of Goodwindi, which straddles the NSW-Queensland border. Down the street, a sign on the public library door publicises the continued availability of rural assistance funds.

The reasons for this very muted response are threefold. First, most eastern grain-farmers are keenly aware of the extent of the damage done to the rural sector over the past decade. High interest rates, followed by low commodity prices and then four years of drought decimated farm incomes. Those who have attempted to expand or upgrade equipment invariably incurred high debts, while those who have waited now realise the scale of the re-

equipment task ahead.

As Mr Glenn Dalton, director of grains at the NSW Farmers' Association, puts it: "We've just been through possibly the worst combination of conditions ever - interest rates, drought, plagues. Grain farmers have had things extraordinarily difficult."

Second, even in the current year, the path back from drought conditions has been humpy. Mr Henley remembers the weeks in September when his farm, and surrounding properties, were hit by a mouse plague which extended from southern Queensland into northern NSW.

Then, later, as he went to inspect the mice-baiting process, he noticed that the wheat was frozen. Northern NSW encountered the worst frosts ever recorded that late in the year.

It will take a number of good years before confidence returns. "You don't finish a drought with the first rains, and you don't finish an economic drought with the first good crop. We badly need a second crop," says Mr Dalton.

Ironically, though, this could increase the drift from the land which the Henleys are already reporting. "We know of people who would have sold... but there's no point in disposing someone if you can't sell the holding," says the NSW Farmers' Association. Asian buyers, meanwhile, may see this as a good purchasing opportunity. Last month, Chinatex, China's giant wool and cotton buying agency, was reported to have snapped up three large cotton-growing properties near Moree, covering over 4,000 ha, from a local farming family. The third reason for the very

cautious response to the surge in wheat prices is that many Australian broadacre farms are mixed businesses - combining wheat and sheep, say. While wheat prices have soared, wool prices have fallen sharply.

Higher grain prices, meanwhile, also dig into the margins of livestock producers, obliged to buy feed.

So while official government forecasts - keenly distrusted by most farmers - suggest that the "average" broadacre farm will register its first business profit since 1989/90 this year, the estimated surplus is only a token A\$5,700 (US\$5,000). The "average" woolgrower will almost certainly see his sixth year of loss. The surplus for an average grain farm, by contrast, is put at A\$80,600.

Still, for all the wariness, there are grounds for optimism. Farmers acknowledged that the very low level of world grain stocks implies that several years of good prices are probably in view.

And, even in northern NSW, a few signs of buoyancy shine through. The Moree newspaper carries an opportunistic advertisement from a local investment firm: "Wheat harvest... where do I invest?" it begins. One travel agent says business is becoming brisker.

But whether all that is enough to persuade the Henleys to persevere is a moot point. Like their neighbours, they are pondering the future, wondering whether the recent record of three good years in every 10 is much inducement. "We seem to have living on our wits for the past four years," says Mrs Henley, with infinite weariness. "We haven't had a holiday in so long..." adds her husband.

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NEWS: INTERNATIONAL

# Snow fails to cool US budget wrangling

By Nancy Durne  
in Washington

## THE NEW CLINTON BALANCED BUDGET PLAN

(Republican proposals in brackets)	\$bn
Tax cuts	57 (245)
Cuts in defence and non-defence discretionary spending	295 (383)
Medicare cuts	102 (200)
Medicaid cuts	52 (117)
Reductions in Welfare, including Earned Income Tax Credit	48 (82)
Curtailing "corporate welfare" tax breaks	60 (18)

All figures are over seven years - the Clinton plan includes a possible dividend in the last three years. If the nation does better than Congressional Budget Office forecasts, tax cuts would be increased to \$147bn, discretionary spending would be \$65bn higher and there would be a \$28bn budget surplus in 2002.

INTERNATIONAL NEWS DIGEST

## Brazil buyer for failed bank

Brazil's Banco Excel, a fast growing bank from São Paulo, has reached an agreement in principle to acquire the failed Banco Econômico, which last year nearly collapsed and was taken over by the central bank.

Details of the transaction are still being worked out, but Banco Excel is likely to assume Econômico's branch network, clients and some of its liabilities. Econômico's branches are expected to re-open in a few months.

Econômico's biggest creditor, owed more than R\$3.5bn (£2.3bn), is the central bank, which will sell Econômico's shareholdings in various industrial companies to make good part of the debt. But Mr Gustavo Loyola, central bank president, admitted his institution might not get all its money back.

Banco Excel would be required to inject around R\$300m of capital into the new Banco Econômico to get it running again. Excel was founded in 1990.

Angus Foster, São Paulo

## Israeli cabinet agrees cuts

Israel's cabinet yesterday approved spending cuts of Shk1.3bn (£267m) one week after the 1996 budget took effect. But ministers were unable to agree on where the cuts would be made and a meeting will be held next week to decide. The cuts also need parliamentary approval.

On Saturday, the Treasury increased fuel prices by 15.1 per cent to raise an additional Shk760m. The measures are aimed at guaranteeing the government will meet its 1996 budget of Shk172.5bn and its deficit target of 2.5 per cent of gross domestic product.

Reuters, Tel Aviv

## Saudis and US to continue links

The US and Saudi Arabia yesterday said attacks such as the bombing in the Saudi capital in November would not halt their co-operation in building Gulf defences against Iraq and Iran.

Mr William Perry, US defence secretary, met Saudi Arabia's new government leader, Crown Prince Abdullah, at the end of a two-day visit, and expressed determination to continue military preparedness triggered by the 1991 Gulf war.

King Fahd, who suffered a stroke in November, turned the government over to his younger brother last week. Mr Perry gave Prince Abdullah a letter from President Bill Clinton to King Fahd wishing him a speedy recovery and expressing Washington's faith in the prince.

It was Mr Perry's third visit to Saudi Arabia in 15 months, but the first since a car bomb killed seven people when it ripped through a building in Riyadh used by the US to train the Saudi National Guard.

Reuters, Riyadh

## Guatemalans go to polls

Guatemalans yesterday voted in presidential elections in a tight race which could mark the political comeback of a former military dictator.

The second round run-off pits right-wing businessman Mr Alvaro Arzu, who narrowly leads in opinion polls, against lawyer Mr Alfonso Portillo, candidate for the populist Guatemalan Republican Front (FRG).

But the election has turned into a barometer of support for Mr Portillo's political master, General Efraín Ríos Montt, who was shut out of the race last year by a constitutional court decree banning former coup leaders from standing as president. Mr Portillo maintains he is no puppet of Mr Ríos Montt.

Reuters, Guatemala City

No sooner had Congress passed legislation to reopen the federal government than the skies deposited heavy snow on Washington, shutting down once again the monuments and federal agencies.

Whatever the prevailing weather conditions, the struggle between president Bill Clinton and the Republican Congress over budget priorities still rages. Although House Republicans seemed to bow to public pressure to reopen the federal government, the bill passed late on Friday sets January 28 as the new deadline for a deal to balance the US budget by 2002.

House Republicans are now pursuing a new strategy. In an effort to force the president to agree to eviscerate some programmes and shift others to the states, they have begun to

fund only those programmes that they support.

With an eye on their falling ratings in the public opinion polls, Republicans have ensured that the most visible programmes will stay. The Statue of Liberty and national parks will be open. Veterans and pensioners will get their monthly cheques and the elderly will get their meals delivered.

Programmes for the poor - legal assistance for example - are likely to fare less well. It is

an election year, and the poor do not vote.

As additional leverage, House Republicans will refuse to raise the debt limit unless the president agrees to their conditions. Mr Robert Rubin, the treasury secretary, yesterday said he had only found enough funds to keep the government going without new borrowing until the middle of February, although he is looking for other solutions.

The deal to reopen the government for three weeks came after the president complied with House demands that he submit yet another plan to balance the budget over seven years using "real" numbers produced by the Congressional Budget Office (CBO).

This is Mr Clinton's fifth plan in a year and in it he adopted most of the proposals presented earlier by Senate Democrats. The plan cuts taxes by \$67bn (£56.4bn) over seven years, much less than the \$245bn the Republicans want, and it cuts medical care for the elderly by \$102bn, compared to a \$252bn reduction proposed by Republicans.

Budget 5 seeks to protect Mr Clinton's priorities: health care for the poor and elderly, low income tax cuts, education and environment. The president has also indicated support for some form of a capital gains tax.

CBO director, Ms June O'Neill, in a letter to Mr Newt Gingrich, House speaker, said the new Clinton budget would have a surplus of \$1bn in 2002, certifying it as acceptable.

A White House statement said the president's plan "clearly shows" that the budget could be balanced in seven years using congressional budget office estimates without the deep cuts in Medicare, Medicaid, education and the environment that Republicans

## Major defends Saudi expulsion

By John Kampfer  
and Rousa Khatif

Mr John Major, the UK prime minister, yesterday sought to ascribe a more ethical motive to his government's planned deportation of Mr Mohammed al-Massaari, a leading Saudi dissident.

Amid growing concern that arms deals lay behind last week's order to send Mr al-Massaari to the Caribbean island of Dominica, Mr Major said British foreign policy in the Gulf was contingent on the stability of the Saudi royal family.

Mr al-Massaari, head of the London-based Committee for the Defence of Legitimate Rights in Saudi Arabia, an Islamist group that accuses the Saudi government of corruption and anti-Islamic practices, said Britain was on its way to making itself the "Great Satan in the Kingdom".

"If Britain is seen to support such a regime, then the people will consider it their enemy and will demonise it, as happened between Iran and the US," he said. "The people will regard this as support for the oppressor and the tyrant. Peace will not be achieved this way."

But, in a BBC television interview, Mr Major said: "Mr al-Massaari is an illegal immigrant who has used his hospitality in this country to wage a campaign to try to bring down the Saudi Arabian regime."

"Saudi Arabia is critical to the stability of the Gulf. That is very important not just to this country. We have already had one Gulf war."

Mr Major added: "If [people] come here and abuse that position and seek to create an unsettled relationship with our allies then I don't believe we should tolerate them to one side. We will look after people who's position is insecure and unsafe. Mr al-Massaari would not be sent back to anywhere he may be in danger."

Mr al-Massaari has claimed he is the likely victim of a kidnap or murder plot by the Saudi government.

The government has admitted it acted after pressure from both the ruling royal family and British defence companies to put a halt to Mr al-Massaari's outspoken campaign.

Saudi Arabia bought nearly £2.3bn-worth of British goods last year.

Of greatest importance is the al Yamamah government-to-government deal agreed in two stages in 1985 and 1988 and covering supplies of British arms, infrastructure, and defence services worth more than £2bn a year.

## Independents can vent voters' anger

Palestinian polls will test extent of discontent with Arafat, says Julian Ozanne

As Palestinians prepare to vote in their first national elections on January 20 a predominant issue is the electorate's view of Mr Yasser Arafat's governing style.

The elections, well prepared to avoid potential manipulation, will bestow a degree of democratic legitimacy on Mr Arafat and mark the irreversible nature of the Israeli-Palestinian peace process. However, they will also test the extent of discontent with the Palestine Liberation Organisation's leadership style.

The boycott by Palestinian Islamic and secular groups opposed to the peace accords has stripped the elections of clear ideological fault lines. There are no real opposition parties contesting the polls and almost all the 676 candidates competing for seats in an 88-member legislative council broadly support the peace process.

Only in the separate ballot for president of the council, where Mr Arafat is opposed by Mrs Samiha al-Khalil, a maverick independent opposed to the

peace process, will voters be given a clear choice. However, Mr Arafat's status as the symbol of Palestinian nationalism is so solid among ordinary Palestinians as to make his landslide victory assured.

More important political issues are focused on the elections for council members in the 16 multi-member constituencies across the West Bank and Gaza Strip. In the absence of opposition candidates, the only real choice voters have is to vote for independent candidates standing against the overwhelmingly dominant Fatah faction led by Mr Arafat.

Mr Arafat has made extensive efforts to manipulate the list of candidates put forward by Fatah. He has overturned rudimentary internal primaries held by Fatah and appointed his own people to the lists. He has also sought to maintain Fatah as a broad church and has included members of other Palestinian factions on Fatah lists.

The extent to which Palestinians back Mr Arafat's lists, to some degree, test his hold on the Palestinian electorate.

Inside Fatah Mr Arafat's activities have provoked fierce criticism. Many of those dropped from the lists are young foot soldiers of the Palestinian *intifada*, or uprising, who paid for their political activity with long stints in Israeli jails. They have been replaced, in part, by more old-guard political figures and technocrats Mr Arafat wants to see in his *de facto* parliament.

Many of those dropped have refused to accept Mr Arafat's authoritarian style and are standing as independents. In Nablus, for example, five Fatah activists are standing as an independent bloc.

One of them, Mr Husham Khader, said: "Arafat wants yes men in parliament; he does not want the younger generation of the *intifada*, because they are more critical. In the election people have a choice - whether to accept Arafat's old ways of doing politics or vote for a change. If they vote for independent candidates who are critical of Arafat, it will mark a real change."

Mr Barghouti, a former prisoner and deportee, said it was vital that the new generation of Palestinian political activist was rewarded and represented in order to begin the process of building new political institutions.

If Palestinians vote for the independent critics of Mr Arafat there is hope that a small nascent opposition will be formed in the council. Palestinian political analysts say that the electorate remains highly educated and politicised after 28 years of Israeli occupation and that ticket splitting in polls for student and professional bodies has been common.

A recent opinion poll found that 45 per cent believe personal qualifications to be the most important criteria for election. Only 20 per cent said political affiliation was important; 17.5 per cent highlighted religious affiliation and only 3 per cent said they would be swayed by family loyalty.

If the political scientists are right, a number of independent critics could be elected to the council. Some, like Mrs Hanan Ashrawi, standing for one of the reserved Christian seats in Jerusalem, will be elected because of their political history, their integrity, and their ability to stand up to Mr Arafat. Others, including many of the Fatah Independents, will be elected because they represent the new generation.

## Grandmother vows to stand for democracy

By Julian Ozanne and Mark Dennis in Ramallah

Why would a 72-year-old grandmother launch a fruitless challenge to Mr Yasser Arafat for the Palestinian presidency? Although Mr Arafat is certain to win the first Palestinian election, Mrs Samiha al-Khalil is standing in order to make a democratic point.

"I am running to show that Arafat is neither God nor prophet," she said when announcing her candidacy last month.

Mrs al-Khalil has since retreated from such direct statements against Mr Arafat, preferring to call him "a good man who is very wrong about the peace process". She says her candidacy is "political, not personal".

The problem is that Mrs al-Khalil does not have much in the way of an alternative political programme. She is steadfastly against the Israeli-Palestinian peace accords negotiated by Mr Arafat and his team because, she says, the process will never lead to the long-held dream of Palestinians: an independent Palestinian state with Arab East Jerusalem as its capital.

She says Mr Arafat should have demanded that Israel immediately concede an independent Palestinian state with



Al-Khalil: fruitless challenge

does not practise what she preaches.

Since 1965 Mrs al-Khalil, a no-nonsense Palestinian matriarch, has been the self-appointed, unelected president of a well respected charitable society. "She is tough as nails, courageous but often inflexible, cantankerous and unwilling to listen to advice - a lot like Mr Arafat himself," says a close aide. "We hope this experience will encourage her to bold internal elections in the society."

Nevertheless, Mrs al-Khalil will attract votes from the many people she has touched with her charitable work.

She will also be supported as a political figure in her own right. She has been a long-serving member of the Palestine National Council - the Palestinian parliament in exile - and has spent several periods in Israeli jails.

However, she is largely unknown in parts of the West Bank and Gaza Strip and as a woman her candidacy will not go down well in traditional areas such as Hebron and Gaza South.

"If she gets 10 per cent of the vote it will be a real success," said Mr Mohammed Ann Zaid, the campaign manager. "But she will make an important contribution to Palestinian democracy. Without opposition there is no democracy."

## Juries cut product liability awards

By Richard Waters in New York

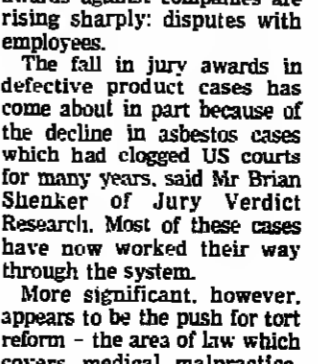
US juries are awarding considerably smaller amounts to people who claim to have been harmed by defective products, with the \$260,000 (£169,000) on average last year amounting to barely half the \$600,000 average in 1993.

The figures, compiled from state courts around the country, appear to indicate that the US product liability tide is beginning to ebb. Long a cause of complaint among manufacturers, the area has attracted the attention of legislative reformers in many states, resulting in moves to limit the amounts that juries can award.

However, Jury Verdict Research, the company which collated the data, has also identified a new area in which legal awards against companies are rising sharply: disputes with employees.

## Product liability in US

Award median (\$'000s)



Source: Jury Verdict Research

Most of these laws were passed too recently to have had a direct effect on the cases surveyed by Jury Verdict Research. However, jurors

defendants to pay.

Most of these laws were passed too recently to have had a direct effect on the cases surveyed by Jury Verdict Research. However, jurors

have been aware of the reform movement and the tide in public opinion that has turned against big awards, and so have tended to limit the amount they order defendants to pay, said Mr Shenker.

Disputes with employees, meanwhile, have led to far higher awards against corporations. On average, people who brought successful cases for wrongful termination or constructive discharge were awarded \$183,984 in 1994, 40 per cent more than in 1993.

The increase seems to indicate that more older, male executives are getting into legal disputes with their employers. Awards for age discrimination remain the highest, at an average of \$219,000 compared with \$147,799 for racial discrimination.

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# Halt murders, PM tells Gerry Adams

By John Kampfner, Chief Political Correspondent

Mr John Major, the British prime minister, yesterday accused leaders of Northern Ireland's Sinn Féin party of directing recent murders by a group claiming to be fighting the drugs trade. Sinn Féin is the political wing of the Irish Republican Army.

Mr Major called on Mr Gerry Adams, president of Sinn Féin, and Mr Martin McGuinness, its chief negotiator, to stop the killings. The prime minister's remarks come days before the international body looking into the question of illegally held weapons is due to present its report to the British and Irish governments.

The three-man commission, led by US Senator George Mitchell, a close adviser on Northern Ireland to President Bill Clinton, has been asked to judge the willingness of the IRA and its pro-British rivals to hand in some of their weapons ahead of all-party negotiations about the future of Northern Ireland.

Responsibility for the killings has been claimed by a group calling itself Direct Action Against Drugs. But British ministers and police chiefs in Northern Ireland say they are the work of the IRA.

"These killings are centrally directed," Mr Major said in a BBC television interview. "I have not a shred of doubt about that." He noted how so-called "punishment beatings" - the use of violence by paramilitary organisations to punish members of their own

community for alleged crimes - had "miraculously" stopped around the time of Mr Clinton's visit to Ireland a month ago. "Those people who stopped it before - and I think Sinn Féin and the IRA are both sides of the same coin - could stop it again," Mr Major said. "I would say to Mr Adams and Mr McGuinness and the others: I believe you can stop these killings and these beatings."

Mr David Trimble, leader of the Ulster Unionist party, said "the ceasefire is presently not in existence". Mr Trimble's party is the largest pro-British party in Northern Ireland, and one on which Mr Major will depend increasingly as his majority in the House of Commons dwindles. "Sinn Féin/IRA see what they believe is a weak prime minister, they see him in difficulty, so they are pushing him," Mr Trimble added.

He claimed that Mr Clinton's public statement to terrorists in Belfast, the capital of Northern Ireland, that "your day is over" had stung the IRA into the recent spate of killings. There had been "a deliberate decision of the leadership of Sinn Féin/IRA to resume the use of arms," Mr Trimble added.

"This is not a group of people carrying out a crusade against drug dealers and drug barons," he said on Sky television. "It is an effort by the IRA to maintain control and to get money. They are very short of money. It is also a matter of saying to the government and to the Mitchell commission that 'we are not going to decommission'."

# Consortium will build 110km line from London to Channel tunnel Rail route winner to be named soon

By Charles Batchelor, Transport Correspondent

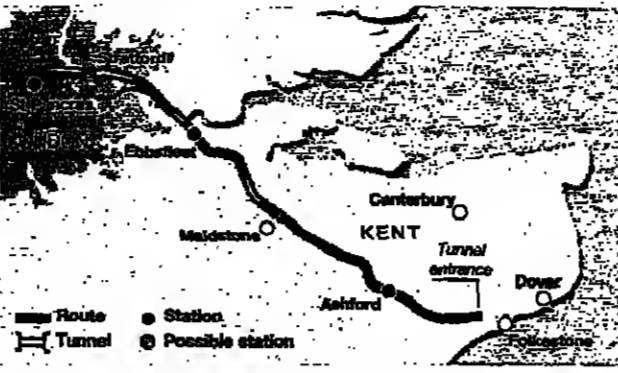
The winning consortium bidding to build the £3bn (\$4.6bn) rail link between London and the Channel tunnel to France will be named early next month. But the high-speed link is not expected to be finished before early 2003, six months later than previously planned.

Two consortia from the original four bidders are being considered. One is London & Continental Railways, which includes Mr Richard Branson's Virgin Group; Ove Arup, the design consultants; and Bechtel, a US project management group. The other is Euro-rail, involving the construction companies BICC and Trafalgar House.

The 110km line will run from a new station at St Pancras in London to the Channel tunnel entrance and will cut 30 minutes from journey times to Paris and Brussels. At the moment Eurostar trains from London to Paris and Brussels use existing tracks in south-east England and do not reach full speed until they are in France.

Construction work is expected to be straightforward, say construction industry executives close to the project. But

Channel tunnel link



passenger numbers on Eurostar trains have been only a third of those originally forecast. Passenger numbers to Brussels have been particularly disappointing.

The two remaining bidders submitted their final offers late last month and are now in the final stage of negotiations, construction industry executives said. "There is a lot of work to do in January and the pressure will be greatest on the Department of Transport to tie up loose ends," said one executive.

Ferry companies, fierce competitors of rail services through the Channel tunnel, are intensifying their battle to dominate the market for travel between Britain and France. A family of four can now take a car from an English port to France and back by ferry for less than £10 (\$15.50). "It is cheaper to go to France than it is to travel on the London Underground," said one ferry

company executive. The low prices result from the launch of two new separate services on the Dover-Calais route after the expiry at the end of last year of their previous pooling agreement. The newcomers are Stena Line and Sea France (formerly SNAT), an offshoot of SNCF, the French state-owned rail network. The new operations will lead to the addition of two ships.

"Once the winner is announced it will be in a strong position to demand concessions if there are any disputes before contracts are finally signed on April 1."

More than 100 contracts will have to be agreed with the winning bidder, including one which compensates state-owned train companies for any loss of ticket revenues if customers are forced to walk further along platforms to board trains because of construction work. The existing St Pancras station was built more than 100 years ago and is the London terminus for several cities in the English Midlands.

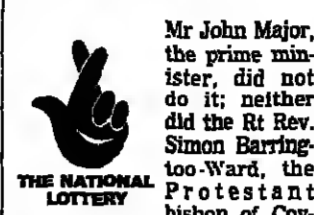
Meanwhile the committee of the House of Commons which has been hearing objections from local residents is expected to complete its hearings by the end of this month and report in February.

It still has to decide on the length of tunnel to be built in Islington in north London and on issues such as the amount of compensation to be paid to people affected by the line and on acceptable levels of noise.

After further scrutiny in parliament, the bill to allow building of the high-speed link is expected to become law early in 1997.

# 90% of adults did what the bishop declined to do

By Michael Cassell and Gillian Tett in London



Mr John Major, the prime minister, did not do it; neither did the Rt Rev. Simon Barrington-Ward, the Protestant bishop of Coventry.

Mr Tim-Melville Ross, the director-general of the Institute of Directors did not do it either and says he has no intention ever of doing it. But nine out of 10 adults did participate in Saturday's National Lottery draw - Britain's biggest single gambling event - to try and win a share of the record £42m (\$64.7m) jackpot. While only three tickets will split the big prize of fewer than 2,385,106 other tickets can today be exchanged for cash sums ranging from £10 upwards.

As Camelot, the consortium which organises the lottery, waited last night for the three big winners to identify themselves, the debate on the morality and the economic impact of a lottery which last

week sold tickets worth £128m rumbled on. Mr Major called it a "huge success" and dismissed critics who said it encouraged greed. But the Bishop of Coventry said the lottery was "a corrupting influence" and called for its abolition.

The financial community was also weighing up the impact - including a record surge in cash withdrawals from building societies and banks. Link, the industry body which covers the cash dispensers in 10 banks and 18 building societies (mutually owned savings and loans institutions), said that withdrawals on Friday and Saturday totalled £58m - some £11m more than in the same period last year. Mr Howard Aiken, Link's general manager, yesterday said: "The extraordinary leap in cash withdrawals over the last week seems to have been prompted by the record National Lottery rollover."

"The lottery has given a significant boost to cash payments which we predict will alone help contribute to over one billion extra cash transactions in the UK during 1996."

## UK NEWS DIGEST

### Labour warms to Singapore

Mr Tony Blair, leader of the opposition Labour party, said in Singapore yesterday that his party was studying the state's system of compulsory savings to see if Britain could learn from it to improve its own social security system. He said during a three-day private visit to Singapore, that Mr Chris Smith, his party's chief social security spokesman, would visit Singapore today and examine the state's Central Provident Fund (CPF) savings scheme.

"It is very much on our agenda to see how we can get the best out of our welfare state," said Mr Blair. "Our welfare state at the moment isn't functioning in the way that it should. It is neither helping those who are the poorest nor is it giving people the encouragement and incentive they need to get back into work." The CPF scheme obliges workers to save 20 per cent of their income for pensions, medical care and insurance and then makes employers match the contribution. The savings provide a flow of long-term money for state spending on infrastructure. Singapore joined the Organisation for Economic Co-operation and Development last week.

Reuter, Singapore

### Call to dilute labour laws

The government should pledge to repeal laws on redundancy compensation and unfair dismissal as part of its drive to make Britain the enterprise centre of Europe, says a rightwing think-tank. Mr Warwick Lightfoot, a former special adviser to the Treasury, argues in a pamphlet published by the group Politeia that European Union directives should not be allowed to stand in the way of a more liberalised labour market.

Politeia was launched at Westminster late last year under the patronage of Viscount Cranborne, the leader of the Conservative group in the House of Lords, the unelected upper house of parliament, and Lord Parkinson, a former chairman of the party who was a senior minister in the governments led by Mrs Margaret Thatcher in the 1980s.

"The existing regulations, though lighter than they were, still distort employers' decisions, reduce economic activity and raise unemployment," says Mr Lightfoot. He argues that freedom of contract must be at heart of future relations between employer and employee. "The piecemeal changes to legislation made over the last 15 years are not enough," he writes. "It is time now to remove the over-arching framework of employment protection legislation on redundancy compensation and unfair dismissal."

John Kampfner, Westminster

### Immigration campaign opens

The Trades Union Congress is trying to persuade left-leaning Conservative MPs to help delete the clause in the government's proposed asylum and immigration bill that will make employers criminally liable if they are found to have given a job to an illegal immigrant. The TUC says many Conservative MPs are known to disapprove of the proposals put forward by Mr Michael Howard, home secretary. The bill will tighten restrictions on asylum seekers while toughening penalties on illegal immigrants. It has been widely criticised by business and labour groupings on the grounds that it will exacerbate racism while putting an unnecessary burden on employers.

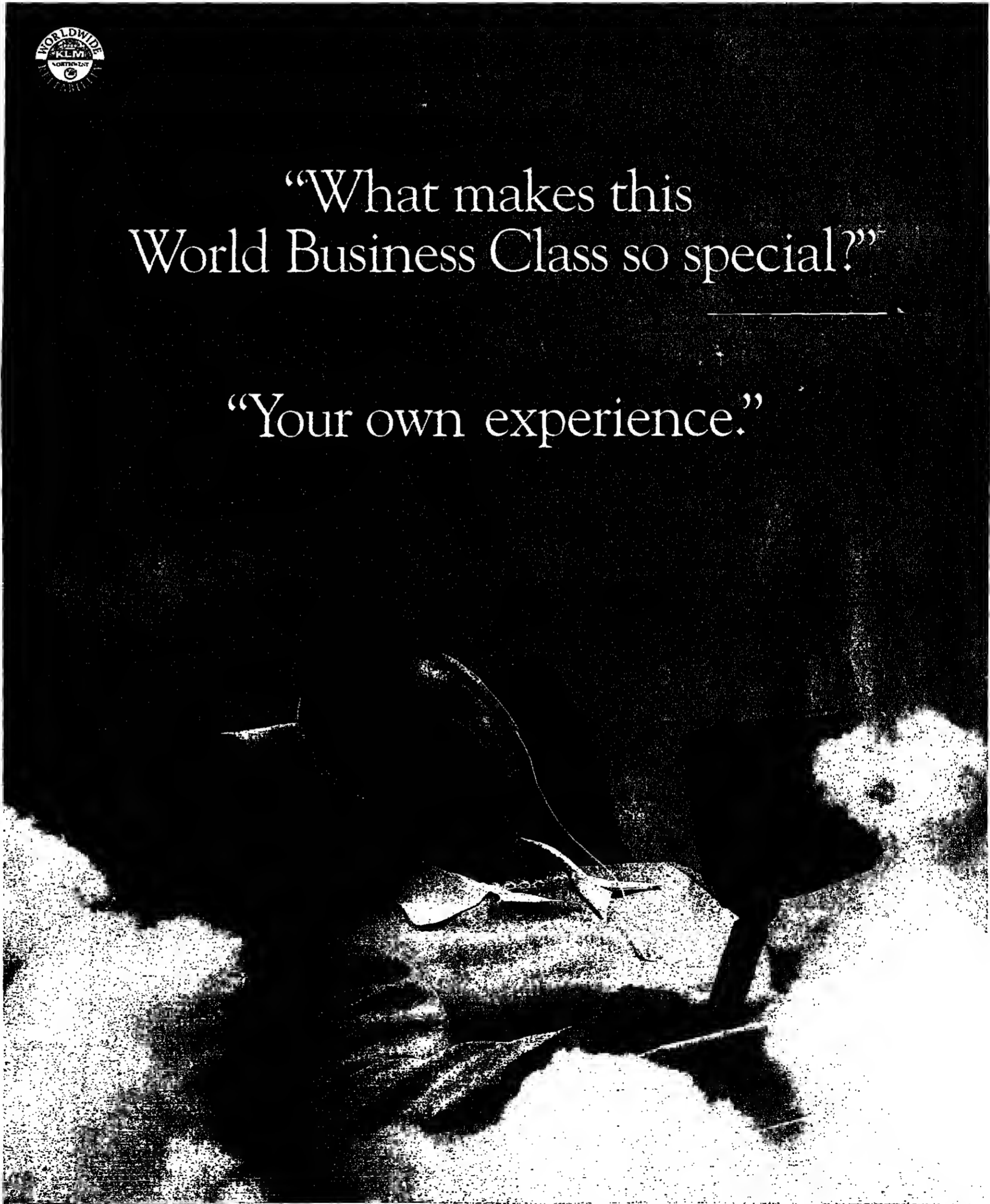
Mark Suzman, Public Policy Staff

### Tonne of cannabis seized

Four men were arrested in the English Midlands city of Birmingham after more than 1 tonne of cannabis was found in an industrial unit in the suburbs. Detective Superintendent Mick Williams, head of the local drugs squad, said they had dealt drug dealers "a very severe blow". Enough of the drug had been found to supply more than 1m individual sales on the streets.

● A 17-year-old youth was recovering in a hospital in Stornoway, the biggest town in Scotland's Western Isles, after being in a coma for 13 hours as a result of drug abuse. He was taken to hospital after his mother, a nurse, found him having convulsions in his bedroom. The drug was not named. A 15-year-old spent 24 hours in a coma in Stornoway in November after consuming a mixture of ecstasy and paracetamol. PA News

Landmarks for sale: Two of the best-known and remotest landmarks in Britain will go on sale today at a combined price of £5.5m (\$8.7m). Land's End on the south-west tip of England and John O'Groats more than 1,200km away on the far north of the Scottish mainland are owned by Gulf Resources Pacific of New Zealand.



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# The revitalisation of SOUTH LONDON

## Councils rise to economic challenges

Andrew Adonis examines initiatives to make Southwark, Lambeth, Lewisham and Greenwich more prosperous

London's "north/south divide" may be greatly exaggerated. As this summer's controversy over the future of the Royal Naval College at Greenwich demonstrated, some of the capital's most splendid public buildings and parks are south of the Thames.

The five inner-south boroughs of Lambeth, Wandsworth, Southwark, Lewisham and Greenwich face serious social pressures, but so too do the boroughs to their north.

Judged by objective yardsticks, the essential contrast is between inner and outer London, not north and south. This year's national education league tables put 12 of the 16 inner London boroughs among the bottom 20 of England's 108 education authorities rated by GCSE exam results. All but one of those 12 were also among the top 20 for their proportion of pupils receiving free school meals - a fair indication of social deprivation.

Yet the River Thames is a dividing line, in mind as much as in fact. Even the gems on the south feel their lustre tarnished by their location. The South Bank complex is endlessly scheming to improve its links with the north - one of the latest ideas is for a cable car linking it to Covent Garden. Great hopes rest on the extension to the Jubilee Line, which will include tube stops in Southwark, Bermondsey and Greenwich.

The Underground map, one of London's most powerful images, sums up the south's second-class status. The River Thames appears virtually as the city's southern border, with the brightly coloured tube lines making only a handful of "mostly short" forays beyond it. The so-called "circle" line goes no further south than the "city", while the "circle" line never crosses the river. To add insult to injury, the only tube route with a substantial southern stretch is called the "northern line".

Elevating the Thames to be a serious cultural focus for London is of critical importance to those seeking to bridge the "London divide". As Sir Richard Rogers, the architect, puts it: "The Thames has the potential to be a great unifier - our ambition should be to turn the Thames into a great silver park for London."

There are plenty of profile-raising plans afoot. A series of public debates on "London in the 21st century", organised by Sir Richard, will take place in the coming months. Speakers include Mr Tony Blair, the Labour leader, and Mr John Gummer, the environment secretary.

Greenwich has launched its bid - one of four nationally - to host the Millennium Exhibition, intended to usher in the new century. In November it unveiled a plan that includes 2,000-seater launches to ferry visitors along the Thames from car parks with a capacity of 5,000 vehicles.

More immediately, a host of

initiatives is in progress, or under discussion, to promote the part of the southern bank of the Thames covered by the four boroughs in this survey. Among cultural projects, is the Tate's new extension. This will be at Bankside Power Station, almost next door to the reconstructed Globe theatre.

Last May, four of London's inner city local authorities - the Corporation of London, and the boroughs of Southwark, Westminster and Lambeth - launched the Cross River Partnership to raise the profile of Thames regeneration. Shortly after, Mr Gummer published a consultant's report identifying new focal points for development along the river.

However, there can be no pretence that raising the profile of the Thames over the medium term will lead to much early or dramatic improvement in the environment for most of the people living in inner-south London.

The four boroughs covered by this survey - Lambeth, Lewisham, Greenwich and Southwark - embrace some 940,000 residents. Together, their population is almost as large as that of the entire county of Hertfordshire, which boasts 10 local authorities.

One fact highlights the social and economic challenge facing the four boroughs. They comprise 165,000 council-owned homes, making about one in two of the boroughs' residents a council tenant. That is nearly three times the national average. In and beyond the council housing estates comes the gamut of inner-city social problems: drugs, crime, benefit dependency, poor school performance, and so on.

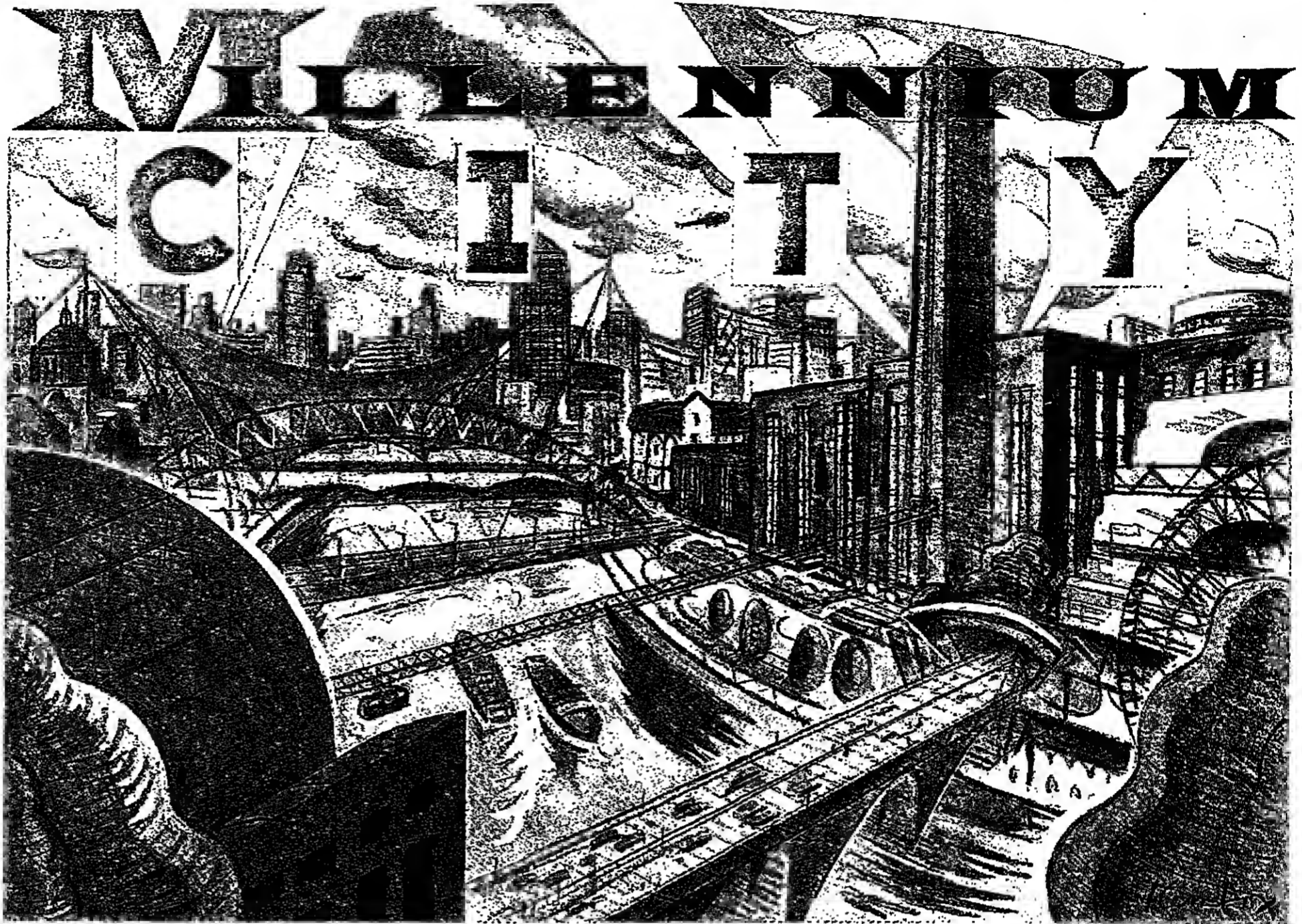
Not, alas, are serious street disturbances a thing of the past. Last month, say riots return to Brixton after the death in custody of a black youth. Damage to 50 business premises cost an estimated £1m.

Acute deprivation exists alongside extreme affluence. Nowhere is this more visible than in the school system. In Greenwich, Lambeth and Southwark between 10 per cent and 15 per cent of pupils last year left school with no qualifications at all.

Yet the area supports a flourishing private school sector. In Dulwich College it has one of the nation's foremost private schools. Last year, the college received £1.25m from the assisted places scheme to subsidise the fees of poor parents - more than any other school in the country.

Encouragingly, most of the area's politicians, voluntary groups and business leaders now recognise the need for public/private partnership to pioneer regeneration. Even among Labour councillors, there is little attempt to disguise the scale of the task, or to pretend that central and local government can tackle it unaided, let alone in a state of mutual hostility.

Southwark council's latest



handbook is typical. "Teamwork" is emblazoned across a piece of figurative jigsaw on the front cover. The council's recent strategic review reads like the blueprint for a corporate re-engineering project, with four sections entitled

**Most people now recognise the need for partnerships with the private sector**

"forces for future change", "strategic management processes", "organisational options" and "transitional management implications".

The first is uncompromising in its analysis. "Arrangements for public governance are changing dramatically," it declares, "as relationships between individuals and the state and the public and private sectors are being redefined."

This is a significant change. Lambeth was the only one of the four boroughs to come under the undisputed control of the hard left in the 1980s. Yet "a mentality of embattled opposition", as one of the local Labour council leaders puts it, pervaded all four until recent years.

Mr Tony Travers, director of the Greater London Group at the London School of Economics, says: "Lambeth is a special

case, and it is still too early to be sure that it has turned the corner. The others - particularly Lewisham and Southwark - are coming to be seen as the high-water mark of Blair managerialism."

Few would question his judgment about Lambeth. A damning report earlier this year by an independent inquiry described the borough as "in an appalling mess", with "vast amounts of money wasted" and the provision of local services "severely prejudiced". It advised the new chief executive and councillors - Labour lost its majority in the last borough elections and no party now has overall control - to proceed on the basis that mismanagement is to be found in each and every directorate.

Ms Heather Rabbatts, the new chief executive, insists that an effective start has been made in reforming administration. But the work is likely to take several years.

A host of urban regeneration initiatives, public and private, is highlighted in this survey. Partnership is the dominating theme. To a large extent, this is a product of the new political climate. But it has also been forced on the boroughs by national policy. In particular, the government's City Challenge and Single Regeneration Budget schemes tie Whitehall funding closely to partnerships with the voluntary and private sectors.

For example, Southwark last year won £50m under the Single Regeneration Budget to regenerate a particularly

run-down part of Peckham. Yet investment secured by the Peckham Partnership will total £251m over the next seven years. The objective is to establish "desirable residential areas" and support a "stable and prosperous community".

In the renovation of Deptford town centre, Lewisham already boasts one of the more successful urban regeneration schemes of recent years. Millwall football club's new all-seater stadium is perhaps the most visible result. Attention

is now moving to Lewisham and Catford. Greenwich's efforts are centred on the Greenwich peninsula, a large area of wasteland facing Docklands that used to house gasworks. There is a strong sense of

optimism among those engaged in regeneration across the boroughs. But, as Mr Travers, remarks: "It's a bit like painting the Forth Bridge: it is often hard to know where to start, and there is certainly nowhere to finish."

Transport: by Charles Batchelor

## New links, new image

Improved infrastructure will help connect the area with the wealth of the capital's centre

South London became the bone of a conspicuous new icon of modern travel when Mr Nicholas Grimshaw's international railway terminal for Eurostar Channel tunnel trains opened at Waterloo in 1994.

But Waterloo International station handles passengers who, for the most part, are just passing through and serves only to highlight the paucity of transport provision for people living and working in the four boroughs.

Despite their closeness to the City, Westminster and the West End, the inner London boroughs south of the Thames are a world away in terms of prosperity and economic activity, in part because of a lack of transport links.

Lewisham summed up the problems facing the area in its unitary development plan, intended to set a framework

for planning over the next decade.

"Lewisham suffers because of its proximity to central London," it wrote in its draft plan. "Roads and railways are congested in the rush hours and local traffic is disrupted. During the morning peak, trains are already full when they arrive at stations in the borough."

Road congestion affects emergency services, goods vehicles and bus services as well as the safety and convenience of pedestrians and cyclists. Both the environment and the health of local people are harmed by pollution caused by road traffic.

The main problem facing the boroughs is the limited number of Tube lines running south of the river. The centre of gravity of the London Underground network lies north of the Thames, with only the Northern Line penetrating very far south.

Proposals have been made to extend other Tube lines further south, though these have yet to become firm plans. The East London Line could go to Lewisham town centre and to Dul-

wich, the Bakerloo Line might also go into Lewisham while the Victoria Line could go to Streatham.

But the limited extent of the present Tube network leaves British Rail to provide commuter and leisure services. Although the BR network is fairly extensive its trains cannot compete with the Underground for frequency.

The difficulties of the south London boroughs have not been helped by the lack of an overall approach to transport planning in London following the abolition in 1986 of the Greater London Council. Central government's focus has been on revitalising the economy and the transport links of east London and Docklands - little attention has been paid to the south.

But this may be about to change. A series of studies carried out by the Confederation of British Industry, London Transport and London First, a public-private organisation that promotes the need for London-wide planning.

Sir George Young, transport secretary, responded in

November with an announcement that the government intends to publish plans for an integrated transport strategy for London in the spring.

In the meantime, a number of projects or proposed schemes have begun to improve mobility south of the river.

Work is progressing on the £1.9bn Jubilee Line extension that will link Westminster and the West End with Canary Wharf and the East End through Waterloo, Southwark, London Bridge and Bermondsey. The 10-mile long line, involving nearly eight miles of tunnel, is expected to open on time in March 1998, despite problems encountered with the tunnelling method employed.

The line, which runs just south of the Thames through the four boroughs, will increase the attractiveness of the area for both employers and new and existing residents. The extension will improve access to several tourist destinations including the South Bank arts complex, the Globe theatre, Southwark

Continued on page 4

Jubilee line extension



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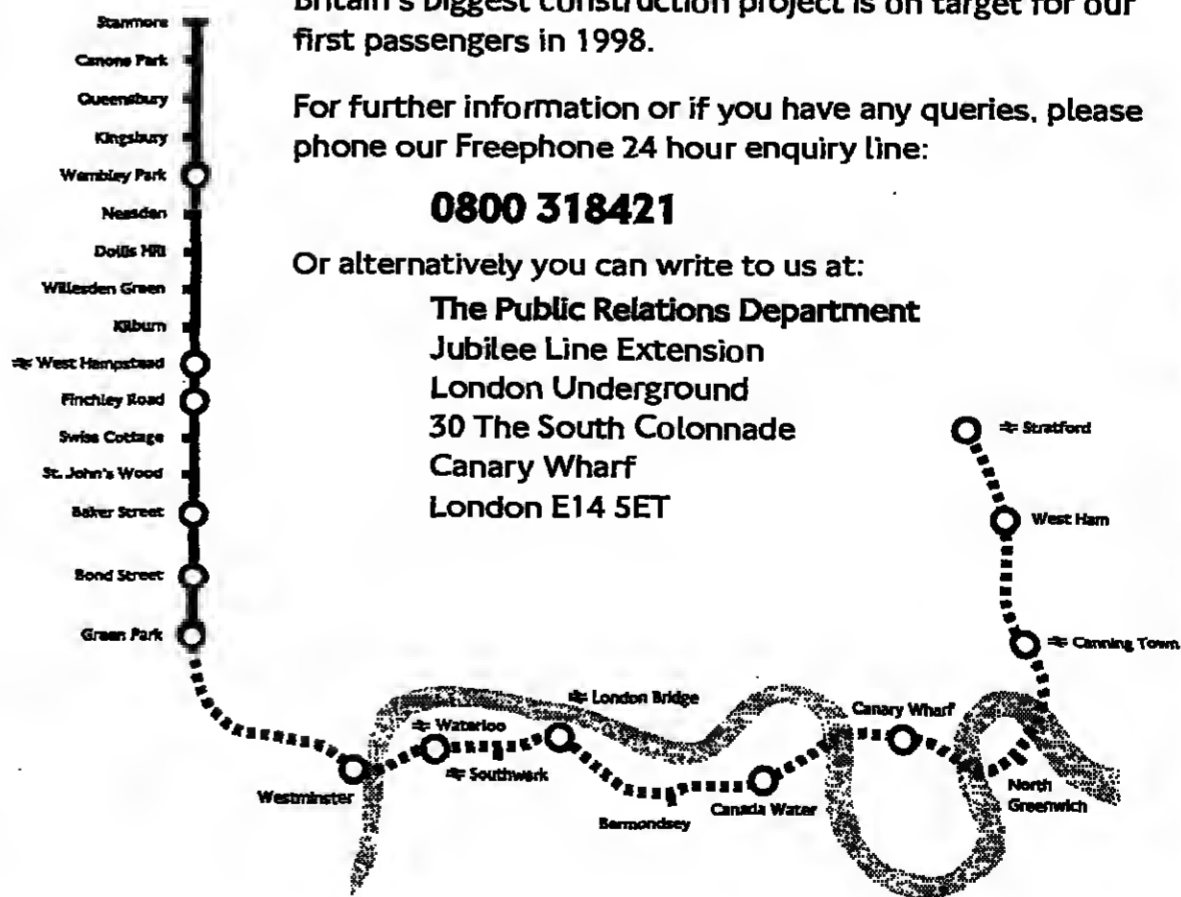
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## IF THE REVITALISATION OF SOUTH LONDON

■ **Regeneration:** by John Authers

# Projects start to bear fruit

A guide to the development and investment schemes in each of the four boroughs

The focus of south London's urban regeneration attempts is well defined: it is the River Thames.

To the east, boroughs are joining with the Medway towns in Kent, and with south Essex local councils, to form the Thames Gateway, a plan to revitalise the whole Thames estuary that has heavy government backing. Their land starts at Canary Wharf and the other Docklands developments on the north bank of the river, and could benefit from the investment they have attracted.

To the west, the boroughs of Southwark and Lambeth are part of the Cross River Partnership, an attempt to regenerate the south bank of the Thames in central London, and create a livelier and more exciting hub for the city. The Partnership wants to link the two banks more closely - new bridges and cable cars - and among the possibilities - and create new tourist centres, including a remodelled South Bank centre, a new Tate Gallery in a converted power station, and the restored Globe theatre.

All these projects enjoyed disproportionate success in gaining funds from the government under the Single Regeneration Budget in 1994. And all the boroughs have fall-back plans to ensure that projects go ahead even without central government funding.

Each of the four boroughs has a similar geography: a narrow frontage on to the river Thames and a silver of land southwards into generally poorer areas, with more affluent suburbs along southern borders. Their differences and similarities are summarised below:

● **Lambeth:** The borough stretches southwards from the Waterloo area - including the National Theatre and South Bank complex - through Brixton and Clapham to the relatively affluent areas of Streatham and Norwood.

In 1994 it won £3.2m for a project to revitalise the area around Waterloo, which has always been a gloomy entry-point in London. The money is being spent on a variety of measures to provide jobs and training opportunities. Among them is the "social firms initiative" - an attempt to enable

people with mental health problems to enter the labour market.

The borough is now concentrating its efforts on Vauxhall, where large employers, including M16, exist just across the road from some of the most deprived estates in London.

Brixton received funding under the City Challenge scheme and last year got £750,000 from English Heritage. Despite its reputation and the rioting that took place at the end of 1995, Brixton's town centre has a number of impressive Edwardian and Victorian buildings, which will now be restored and enhanced at a total cost of £2m.

From this year, the focus of attention is shifting to the three more affluent town centres in the south of the borough - Tulse Hill, Clapham and Streatham. The council intends to introduce closed circuit television and better street lighting to reduce crime, improve road safety and set up local chambers of commerce.

● **Southwark:** Stretches from the Bankside around London Bridge and Bermondsey south through Peckham to Dulwich and Crystal Palace.

In 1994, its bid to regenerate the five estates in Peckham, a pocket of severe deprivation in the centre of the borough, received £60m under the Single Regeneration Budget - the biggest award anywhere in the country.

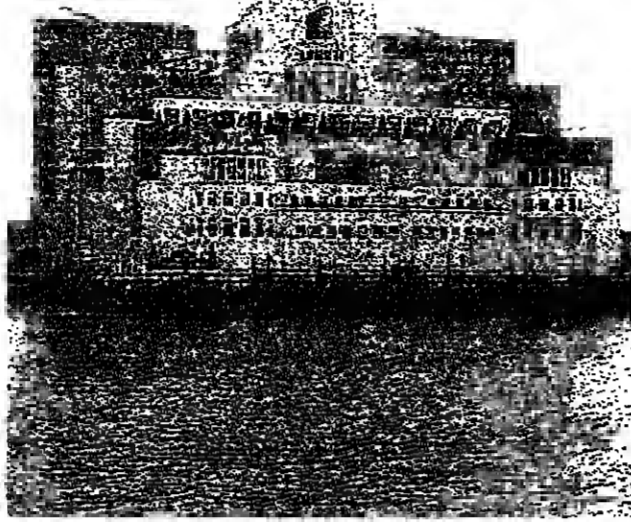
Total investment secured by the Peckham Partnership is £251m over the next seven years. Neither central government nor the borough need to provide as much as a quarter of this. Private sector sources account for £83m of the funding, with £45m from local housing associations.

The aim is "to build desirable residential areas" and support a "stable and prosperous community". Housing takes £204m - by far the largest share of the investment - in an indication of how poor the quality of the accommodation had become.

The borough plans to support the project, which has strong ministerial interest, with £12m for education, £12m for health, culture and sport, and £11m in enterprise grants. There will also be funding for improved community safety and transport.

● **Lewisham:** Lewisham stretches from Deptford through Lewisham and Catford to Sydenham and Lee Green.

In Deptford city centre, it has already seen one of the most successful regeneration projects in the UK. The City



M16 headquarters: home to a large employer in Lambeth. Agency: Ashwood

Challenge scheme provided £37.5m of government funding, which has stimulated more than £200m from the private sector. The new all-seater stadium for Millwall football club, the first in a wave of new stadia around the country, is one of the most visible results.

Millwall's old stadium has been demolished, and its site now provides 400 houses. The project has also fuelled heavy investment in skills training, particularly in the New Cross area.

Now, the planners' attention has switched to Lewisham and Catford town centres. In Lewisham, the Lewisham 2000 project, which started in 1988 and was recently completed, produced a pedestrianised high street, new relief roads, and a re-designed town centre, including the relocation of the town's old Victorian clock tower. The borough now has a "town centre manager" to promote the area, to improve security and to co-ordinate development.

In Catford, the borough wants to create a new town square in front of the theatre, with pavement cafes, new planting and public art. This will be possible once the main roads, which currently divide the area, have been rerouted. A new Catford Partnership has also been set up, with local retailers and other economic participants, and it is hoped some regeneration work, including retail and leisure sites, can start before the road system has been changed.

● **Greenwich:** The borough covers a nine-mile stretch of the Thames, including the Royal Naval Museum, and includes Charlton, Blackheath, Woolwich and Thamesmead. In the Greenwich peninsula, a large area of wasteland fac-

ing Docklands that used to house gasworks, the borough has the largest regeneration site in London. The Ministry of Defence's decision to leave one of the area's best known landmarks, the Woolwich Arsenal, provides further opportunities.

Now that the wall surrounding the Arsenal has come down, its 18 separate listed buildings can be appreciated by the local community, improving its chances of stimulating regeneration investment. Numerous possible plans for the site include a Royal Artillery museum, which would add to the borough's tourist attractions. It is also one of two London sites (the other is further north at Bromley-by-Bow) bidding to stage the UK's Millennium Festival in the year 2000.

Greenwich, like Lewisham, is part of the Thames Gateway London Partnership, which also includes several boroughs north of the river, and was launched jointly at the beginning of December by Mr David Curry, the local government minister, and Mr Neil Kinnock, the EU commissioner.

The partnership includes 11 borough councils, two training and enterprise councils and the London Docklands Development Corporation, which are funding the department jointly. It is billed as Europe's largest urban regeneration region, and has its own specialist regeneration unit with three staff.

On a smaller scale, Greenwich and Lewisham are in partnership to "clean and green" the Deptford Creek, which is part of the boundary between the two boroughs, and which the councils hope could provide an attractive waterfront setting for new development.

■ **Retailing:** by William Lewis

# Shops win planning support

New government guidelines should help encourage the development of town-centre sites

Officials responsible for retailing in the four inner London boroughs on the south bank of the Thames appear to have found an unlikely champion in Mr John Gummer, the environment secretary.

For several years they have fought a losing battle against out-of-town retail developments. The relocation of supermarkets and, more recently, non-food retail outlets, to out-of-town centres has hit jobs and investment in crucial economic areas in all four boroughs, retail strategists say.

However, last year the Department of Environment released a revised and strengthened draft of planning guidelines, called PPG6, which delighted officials responsible for retailing in the boroughs of Greenwich, Lewisham, Southwark and Lambeth.

"At long last, the government has seen sense and is backing a policy we have had in place for the past 15 years," says Mr Paul Duffield, director of environmental services for Lambeth council, whose comments are supported by officials at each of the other three boroughs.

All four cite the environment and acute economic problems as reasons for wanting retailers to focus on developing sites in traditional shopping areas.

"Don't forget that out-of-town shopping centres can cut out a lot of people who do not have the means to drive there, and that those who do are not exactly helping the environment," says Mr David Taylor, Greenwich planning manager.

The councils argue that town centres have been the recipients of accumulated investment over many years and are also vital transport centres. "Town centres in themselves serve a wider community function so it is vital that we protect the historic investment," says Mr Brian Regan, principal planning officer for Lewisham. Mr Gummer has made his

campaign to restore the "viability and vitality" of town centres something of a personal crusade, and it is music to the ears of the four boroughs.

The DoE's attitude to retail development is encapsulated in what it calls the "sequential test". Retailers and developers should look first at town-centre sites, then at edge-of-town sites, and at out-of-town sites only if no alternative is available. The question of whether a site is suitable is to be left to free negotiations between the local authority, the developers and the retailers.

Such a structure should in theory help the boroughs to strengthen their retail strategies, which are based on maintaining the traditional "hierarchy" of retail sites.

Southwark council's hierarchy is typical. Peckham is the "major strategic centre", and there are several so-called "district centres", including Elephant and Castle, Surrey Quays and Camberwell. One notch lower in the hierarchy are "local centres" including Old Kent Road, one of the fastest growing business and retail areas in London, and Dulwich Village.

Southwark admits that Peckham, its strategic centre, is "not as strong on retailing" as Lewisham, which has a similar hierarchy in place. Mr Regan says that the borough's "planning policies are designed to maintain and enhance the hierarchy", which stipulates Lewisham town as the borough's strategic centre.

In spite of belated central government support for the councils' retail policies, the future of top quality town centre retailing in south London is far from guaranteed.

"The government's new guidelines cannot extend to undoing the out-of-town developments already built," one retail analyst says. Some of the largest shopping centres built in recent years have been out-of-town, including Lakeside in Thurrock, Essex. One large retailer, with a presence in all four boroughs, says that Lakeside has "caused a lot of trade to disappear, particularly at peak times". As important is the ability of local authorities

to be able to offer developers and retailers attractive town centre packages.

Analysts say "site assembly" is potentially the most difficult obstacle to overcome, with most town centre sites requiring redevelopment, rebuilding, lengthy negotiations and potentially high costs.

Mr Regan says that the "web of intricacies in the world of retailing" must include the limited scope that local authorities have to kick start town centre developments. "The clampdown on council finances has made it harder to put big planned schemes together," he says.

Security in town centre sites is seen by retailers as another big issue. Several of the councils are working on providing or enhancing closed circuit television in their prime retail areas, but some retail operators complain about the length of time this is taking.

## Inadequate parking facilities remain a source of concern for retailers

Lambeth council has taken a policeman on secondment to help develop its security initiatives. "Security is a fundamental part of what we are trying to do in developing a local partnership between traders and police," says Mr Duffield. Lambeth provides a CCTV service as well as advice on security issues to traders.

Notwithstanding these initiatives, the boroughs face a difficult dilemma. It is summed up by Mr Taylor of Greenwich. By attempting to block retail investment in out of centre locations, councils run the risk of losing out on the investment altogether. "We do not want them to move elsewhere," Mr Taylor says.

Parking facilities in town centre sites are also a source of concern for retailers, who complain that empty promises by council officials to create new

multi-storey car parks "are as common as Royal family scandals".

All four local authorities say they are aware of the need to upgrade car parking facilities, creating more spaces and improving safety standards. But they argue that their ability to put together packages to compete with out-of-town greenfield sites is reduced by central government spending cuts.

However, the councils point to a number of initiatives that should improve the relative attractiveness of their town centre sites for retailers. Lewisham, for example, has appointed a town centre manager. "His job is specifically to talk with the individual managers in the centre and do things that will help them to stay," says Mr Regan.

Council officials cite several planned town centre developments as evidence that their efforts are having some effect. For example, in Brixton, London and Cambridge Properties is planning a £20m scheme to develop a two-storey shopping centre above the tube station. The development of what is known as the Central site has been a long-term policy objective of Lambeth council, but London and Cambridge's planning application was the first to receive it.

Southwark was encouraged by reports last December that suggested that UK Land, the quoted property company, was close to refinancing its main asset, the bright pink Elephant and Castle shopping centre.

All four boroughs are hush about retailing in their key areas over the next five years, partly because of non-retail developments. Southwark, for example, predicts a major expansion of food and non-food retailing in the Borough High Street, Bankside and London Bridge area as a result of the development of the Globe theatre, the Royal Opera and Jubilee Underground line.

The borough states that "Hay's Galleria types of shop will move into Bankside and Borough Market areas" and that more shopping facilities will be provided at London Bridge Station.

# Job hopes lie in services

Light industries will provide the employment prospects of the future

With "old" industries, which were generally concentrated on the docks of the River Thames, long since gone, South London has had to look to the development of new ones.

Much of the area's potential is connected with the completion of the Jubilee line underground extension, which will have new stations at London Bridge, Bermondsey, Surrey Quays/Canada Water, and North Greenwich. In addition, the proposed extension of the Docklands Light Railway to Lewisham, and a strong possibility that Greenwich could be the successful bidder to host the Millennium celebrations, could also stimulate industrial and commercial development.

Improved transport links will, of course, aid the tourist industry. The better connected the south is to the centre, the greater its appeal to visitors. Robert Gordon Clark at the London First Centre, a private and public sector partnership to promote inward investment to the capital, believes south London could be an answer to the capital's accommodation crisis. "There is a great need

for both two and three star hotels in London, and quite often the central London hotels are full," he says.

Two potential growth areas for hotels and restaurants are the developments in Southwark of the Tate's new Museum of Modern Art and the Globe theatre. It is likely that small retail units, restaurants and perhaps hotels will cluster round these new arts facilities.

One of the blueprints for south London regeneration is, perhaps, Surrey Quays. Formerly Surrey Docks, the site was largely deserted by the time the London Docklands Development Corporation was formed in 1981. It became, however, one of the main focuses of LDDC activity and has since been transformed into a retail unit.

Associated Newspapers relocated its printing plant there during the general exodus of the newspaper industry from Fleet Street, and in so doing became the area's main industrial unit.

The LDDC has now encouraged the development of a second phase, known as Canada Water, which will extend shopping facilities and lead to a significant leisure development. On an eight-acre site purchased from Southwark council, new employment will be provided in the leisure industry by the construction of a big cinema complex, bowling centre and restaurants. Completion of

this phase is scheduled for the end of 1996.

In an effort to recruit local people into the leisure industry, a training school for potential chefs has been established at another LDDC-backed site, Butlers Wharf, where there is a number of restaurants.

Further south, the Deptford City Challenge has helped regenerate Lewisham. Established in 1992, it was given government funding worth £27.5m over five years.

Ms Caroline Shorten, of LDDC, says that a £5m regeneration fund encouraged new companies to move into the area, creating employment for local residents. It is expected that by 1997 some 3,000 new jobs will have been created.

The retail industry player became a leading employer in Lewisham this year when J. Sainsbury opens a supermarket at New Cross. This, says Ms Shorten, is likely to lead to 350 new jobs. On the same site will be a new Gala Clubs bingo hall and restaurants.

"The Sainsbury move brings a credibility to the area and speaks volumes for it in terms of opening new opportunities," says Ms Shorten.

Among businesses relocating to Deptford recently has been Advanced Systems and Support, a high-tech computer maintenance company, which

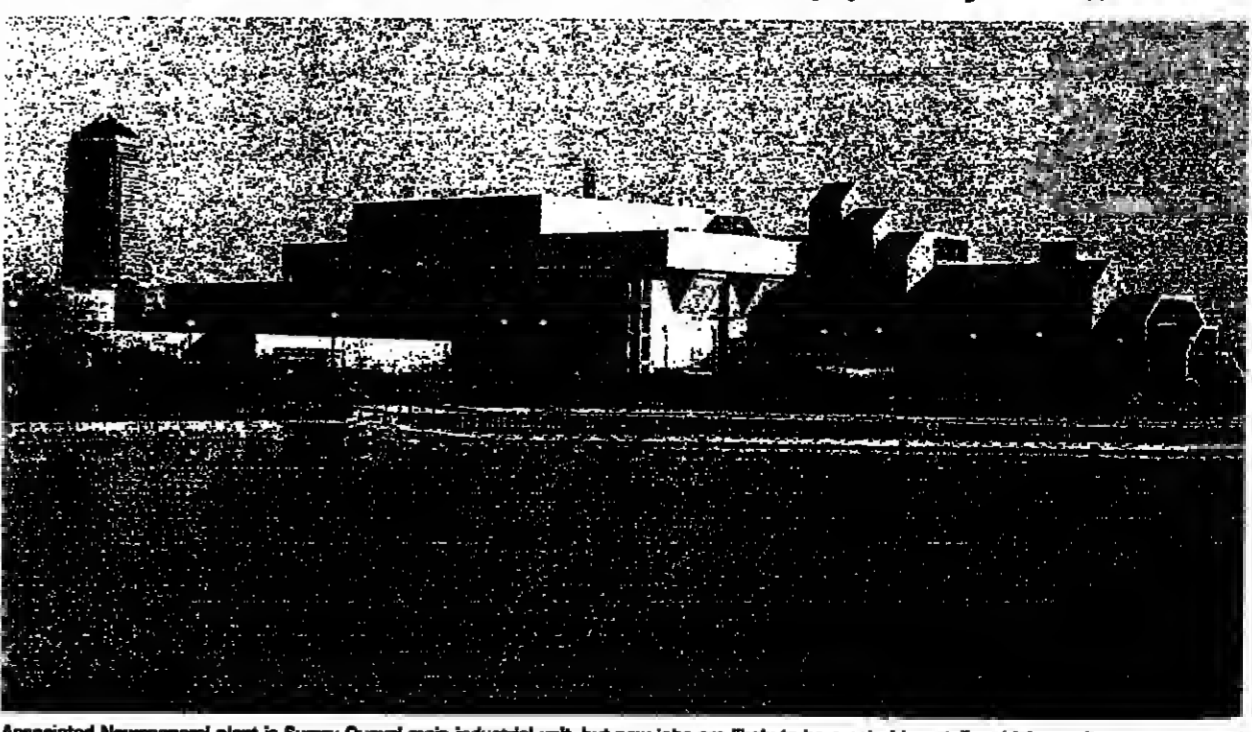
became aware of the initiatives being taken in Deptford after the LDDC launched a television advertisement that was shown in the M25 area.

This company actually relocated from another part of south-east London, and so bore out one of the policy initiatives of Ms Jane Calvert-Lee, the London director of the CBI. Ms Calvert-Lee says that one of the principal intentions when liaising with member companies is to suggest that they consider expansion within the area rather than relocating to another part of the country. Companies are also encouraged to get their suppliers to relocate near to them, so maximising the benefits to the local economy.

Where the Deptford City Challenge has led, it is hoped that initiatives by the new Thames Gateway will follow. A partnership of 11 London borough councils, including Greenwich and Lewisham, the London Docklands Development Corporation, and public and private enterprise, the Gateway was launched late last year. Its creation has been lauded by Mr Neil Kinnock, EU Transport commissioner, as signalling "the start of a vast programme of urban renewal that will breathe new life and revitalise the Thames."

John Pitt

Southwark is the place to be



Associated Newspapers' plant in Surrey Quays' main industrial unit, but new jobs are likely to be created by retail and leisure sites. Agency: Ashwood



Education by John Authers

## Reforms gain momentum

The damage done by years of poor standards will be difficult to repair - but not impossible

South London's education system is battling with a legacy of entrenched under-performance.

Last year, 14.9 per cent of 16-year-olds in Greenwich left school with no qualifications at all. There were similarly high figures in Southwark (13.4 per cent) and Lambeth (12.2 per cent). The national average, by comparison, is 2.1.

Ofsted, the government schools inspectorate, is making a special investigation of all the schools in Lambeth over the next year, due to the significant number of schools in the borough that it had already found to be "failing". Lambeth is one of only two boroughs in the country to be singled out for such attention.

And the government's "league tables" of schools' performance in public examinations also do the four boroughs no favours. In a table ranking authorities by the number of students reaching at least five Cs at GCSE (the traditional benchmark for moving on to sixth-form studies) last year Southwark came 105th out of 106. In the previous three years, it had finished either 108th or 107th. On the same scale last year, Lambeth finished 103rd, Greenwich 94th, and Lewisham 90th.

Lambeth and Southwark also have among the worst 10 absenteeism records in the country. On first sight, these are deeply depressing figures. Like other economically deprived areas, south London's education system is not producing pupils who have the skills to help revitalise the local economy.

However, the area's local education authorities are making strenuous attempts to improve the situation, and they have plenty of help from outside agencies. South London gained two new universities in 1992 when South Bank University, whose main campus is near Elephant and Castle in Southwark, and Greenwich University were upgraded from polytechnics.

to move off the bottom of the league table has included employing teachers on separate, part-time contracts to take evening and Easter revision classes.

Lewisham has piloted anti-truancy measures with a Schoolhouse programme. Disaffected pupils are taken out of the school environment to attend lessons in a normal terraced house in Deptford, receiving tuition that is organised jointly by the council and Lewisham College. High technology is also being used: Lambeth's primary schools are now on-line, forming one of the UK's first local education highways.

At school level, the area boasts a City Technology College in Lewisham. In Lambeth, where the majority of secondary schools have opted out, some schools have made controversial proposals - so far denied by the Department for Education - to introduce academic selection in their recruitment of pupils. This follows the decision by grant-maintained comprehensive schools in neighbouring Conservative-controlled Wandsworth to select half of their pupils on academic ability.

The presence of numerous Anglican and Catholic schools, and a range of single-sex schools, also ensures a varied choice for parents, while the area's independent schools receive big subsidies from the government to take on children from low-income families through the Assisted Places scheme. Dulwich College received £1.28m from the government in 1993-94, more than any other school in the country.

But it is the area's higher and further education that is having the most direct impact on the local economy.

The universities, in particular, have placed themselves at the heart of attempts at regeneration. Both can stimulate development by virtue of their size. (South Bank doubled its intake between 1980 and 1992).

But both deliberately cater for the needs of the area, with a concentration of older students, many of whom take part-time degrees while continuing with their normal jobs. In 1992-93, 77 per cent of South Bank's entry for full-time courses were "mature students" (over 21), as were 61 per cent of students at Greenwich. This reflects efforts to



Door of opportunity: universities are helping re-skill the local workforce. Tony Andrews

re-skill the local workforce.

Both universities also act as consultants to local small companies.

Their capital developments alone have a significant economic impact. Greenwich has used innovative partnerships with the private sector to house its new students, striking a £12m deal with Wimpey, the construction company, to design, build, finance and operate new student accommodation in return for an annual rent. After 30 years, the buildings will return to the university.

South Bank is building a £13m hall of residence at St George's Circus, near Elephant and Castle, while a £4m information technology centre on the Borough Road, near Benkside, will open in September.

The centre will include 1,000 computer work stations, and will function as an "electronic library", with access to CD-Roms, external databases and the Joint Academic Network (JANET). The centre will have extended opening hours, and the university will hope to make it

available to the public.

Mr Gerald Bernbaum, vice-chancellor of South Bank, says the university also has ambitious plans for a further site on St George's Circus, which would include student accommodation but would also be available for community activities - such as a health centre, or services for the elderly.

But Mr Bernbaum is also keen to use the university to attract custom from outside the UK. South Bank's courses, which are mostly vocational, and its position near to the Thames and the centre of London, have made it popular with students from elsewhere in the EU. Degree courses that last four or five years in Germany can be completed in three at South Bank. In the process, students can gain fluency in the English language. More than 1,200 students came from other EU countries to take degrees at South Bank last year. The benefits to the local economy are not insignificant: all of these students must have spent money in the area during their stay.

Local government by John Authers

## Losing the 'loony' label

Thanks to new management strategies, the councils are at last shaking off their old image

Superficially, south London's four borough councils look rather similar. All were Labour-controlled virtually continuously for a decade, and have to battle with serious levels of deprivation. They all tend to be labelled "loony left" indiscriminately by the press.

But this homogeneity is only superficial. The uniform party political outlook conceals huge differences in managerial culture and effectiveness, and in history.

Greenwich is a moderate council that never fitted the loony left label. Lewisham is well established as one of the most innovative and best managed councils in the UK, while, in the past few years, Southwark has shown signs of emulating it, using rather more radical plans. Lambeth, considered king of the "loony left" contingent for policies adopted in the past two decades, has spent most of the 1990s trying to turn the tide.

The council has had three chief executives in the past three years, each of whom has tried to overturn the serious legacy of mismanagement. While councillors indulged in confrontational politics, such as resisting the government's decision to "cap" their rates to 1987, or publicly announcing they would not pay their poll tax to 1990, lower level managers were left virtually unempowered.

In 1994, Labour lost overall control of the council, gaining only as many seats as the Liberal Democrats. Tenants' dissatisfaction with the appalling disrepair of the borough's estates was generally held to blame.

Lambeth has been frank about the problems for several years now, and in 1994 published a report by Miss Elizabeth Appleby, an independent barrister. This found that, as of October 1994, Lambeth, whose annual budget is about £800m, was owed £200m in unpaid rents, council tax and poll tax arrears.

Miss Appleby advised Lambeth's new chief executive, Mr Heather Rabbatts, recruited from nearby Merton after intensive head-hunting, "to proceed on the basis that mismanagement is to be found in each and every directorate".

She appears to have done so, as all the borough's departmental

directors have been replaced since she took over a year ago. Ms Rabbatts is now making a series of what she calls "single policy hits", whereby officials focus on individual issues and report to the chief executive. "We've had estates where the lights have been on all day and off all night for the last two years. I have one officer, answering directly to me, working exclusively on estate lighting," she says.

If anything emphasises the change of attitude at Lambeth, it is the borough's stall at the last CBI annual conference. The stall had plenty of visitors, according to Ms Rabbatts, "and all of them said they'd never have worked with Lambeth before, but they would now".

Ms Rabbatts even wants finally to solve the problem of the borough's direct services operation. Lambeth is looking for a private sector buyer to take it over, effectively "externalising" the operation and exposing it to private sector disciplines. The council would retain a stake, and the organisation would remain contracted to it.

With rather less fanfare, neighbouring Southwark, still Labour-controlled, has already accomplished an impressive managerial shift. On a range of indicators published last year by the Audit Commission, its housing service (which owns the largest council housing stock in London) is shown to be comfortably the best in the city.

Behind the figures lies a welter of sweeping managerial changes pushed through with cross-party backing by the borough's soft-spoken chief executive, Mr Bob Coomber. The number of senior managers was cut by more than half, from 11 to five, leaving the incumbents to concentrate on strategy, and, coupled with staff cuts elsewhere, saving £1m from the annual wage bill.

Middle managers now take more responsibility. This is particularly true of the housing department, where power has passed down to individual estates and is exercised by tenants' associations in conjunction with local housing managers. The intention is to make the council serve clients, rather than defend departmental fiefdoms.

Brutal performance indicators are used across the borough, with each estate being told monthly how its figures on arrears, vacant flats and so on compare with others, and schools told how their exam results in individual subjects stack up.

South London's best-established example of the competitive spirit in local government is in Lewisham. There, DirectTeam, the organisation that provides blue-collar services, has proved fiercely competitive in answer to strong incentives provided for it by the council.

Uniquely among council direct services operations, DirectTeam started as a refuse collection group, which successfully became the first to introduce wheely-bins to a metropolitan borough, and then successfully took over the organisations covering all Lewisham's blue-collar services.

Typically, DirectTeam would take on a service that was failing, turn it around, and pass on (some of) the savings to the council, while also using them to invest in the next failing service that it needed to take over.

Its formidable list of national prizes includes a national training award from the old Department of Employment, and a Chartermark for customer care. It was also the first public sector organisation to receive the British Standards Institute's ISO 9000 for all its services and is the largest public sector organisation to be recognised for the Investors in People classification.

DirectTeam is an enlightened employer, advertising for staff with promises of strong, accredited training schemes, including an Open Learning Centre where employees can improve their literacy and numeracy, and learn about word processing and spreadsheets.

The organisation also offers training opportunities to the local unemployed, recruiting about 110 people each year to take courses in building skills, which also lead to national vocational qualifications. Last year, this led to the unprecedented step of the organisation's managers setting up a management "bny-in" of AAH Environmental Services, one of the biggest local government contractors with a workforce of 2,500, in a deal worth £32m. This allowed its managers to expand their business in a way denied to them under current legislation, which limits trading by local authorities.

Lewisham has also led the country in experimenting with the concept of the "electronic town hall". Last year it provided "video boxes" in different locations in the borough where citizens could record their complaints or suggestions. Several hundred took the opportunity to do so.

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IV THE REVITALISATION OF SOUTH LONDON

■ Tourism: by Scheherazade Daneshkhu

# Faith grows in industry of the future

New hotels and new sites may break the north's stranglehold on the leisure business

London is unquestionably the main tourist destination in the UK. Of the 21m overseas visitors who came to the country in 1994, 11.5m headed for the capital. In addition, some 8.6m domestic visits were made. Tourists spent £6.4bn in the capital in 1994; the London Tourist Board expects the equivalent figure for 1995 to stand at £7bn, and the number of home and overseas visitors to total 21m.

Yet south London gets only a fraction of these financial benefits. Its biggest tourist attraction, Greenwich, does receive 2m visitors annually, thanks to the National Maritime Museum, the Royal Observatory and the Cutty Sark ship. However, the average visitor does not spend more than half a day in the borough.

The main problem for south London is that the capital's most popular tourist attractions are all situated north of the Thames. The British Museum, the National Gallery, St Paul's cathedral, the Tower of London, the Tate Gallery and Westminster Abbey are London's most frequented tourist destinations, attracting between them more than 19m visits a year.

Tourists not only visit sites - they also go to the theatre and spend £1.25bn a year on shopping. Here, once again, north of the river has the advantage - this is where London's main shopping districts, Oxford Street and Knightsbridge, are located. Its theatre and restaurant heartland is also in the West End.

mas, galleries and restaurants near Waterloo bridge. Such south London sites as Tower Bridge, the Design Museum, HMS Belfast, Southwark Cathedral, the London Dungeon and Lambeth Palace also attract a steady stream of visitors.

Two attractions that should increase visitor numbers substantially are also being developed: the replica of Shakespeare's Globe theatre and the Tate Gallery of Modern Art at Bankside power station on the bank of the Thames in Southwark.

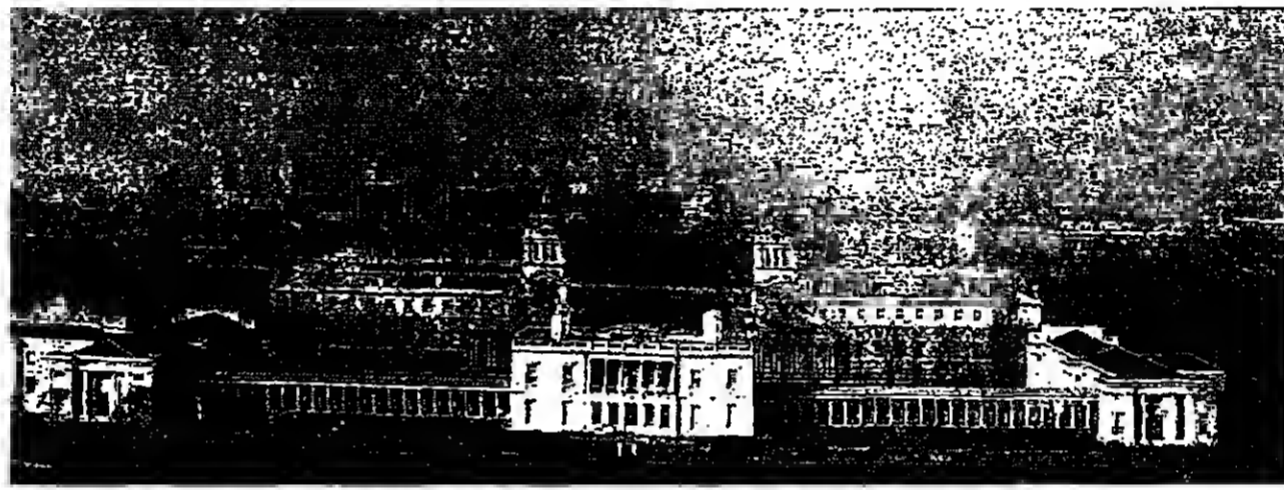
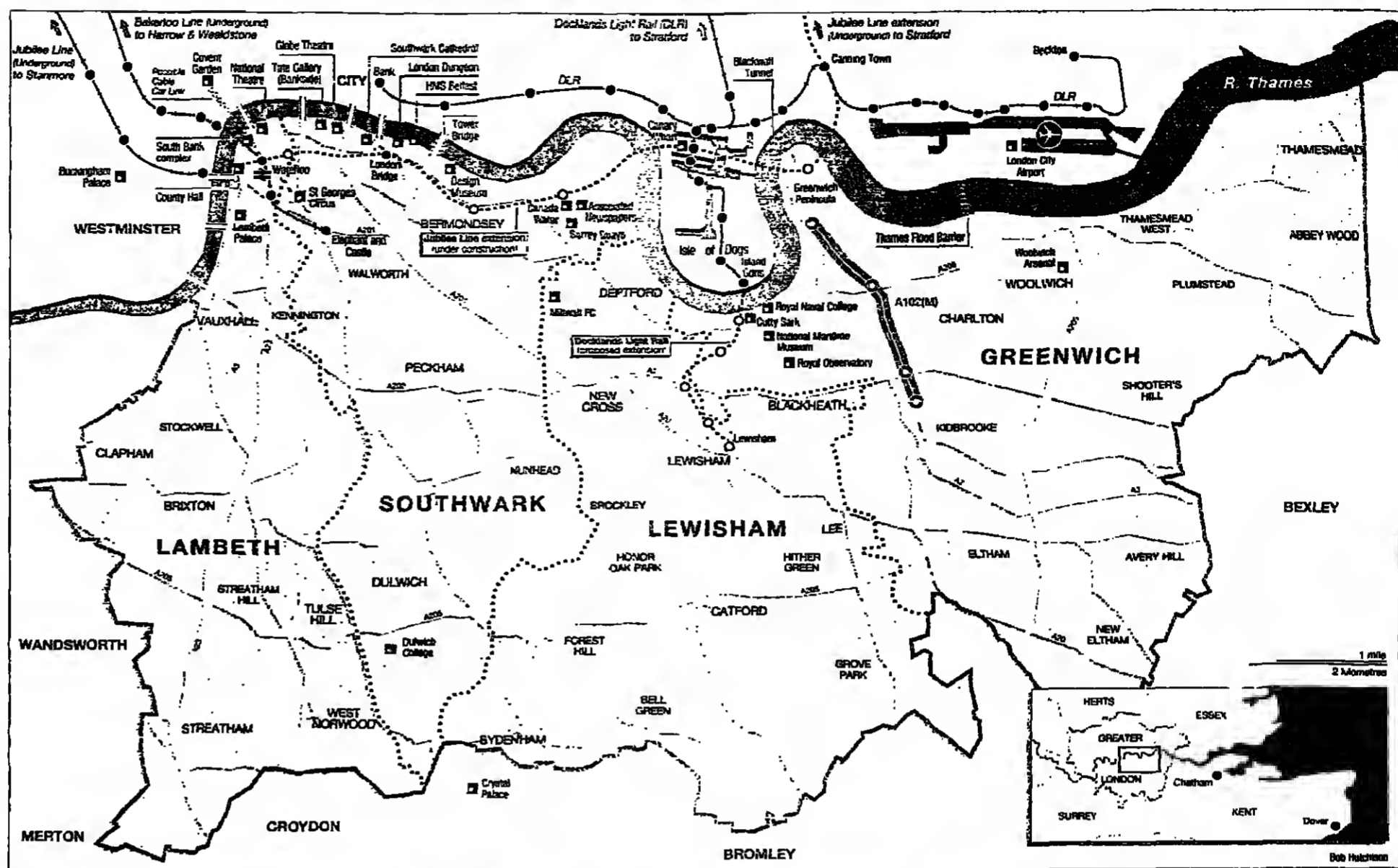
The Millennium Commission has awarded the Tate £50m towards the estimated £106m cost of the development of the Tate Gallery of Modern Art, and the Globe was recently given a £12.4m grant by the Arts Council.

The new gallery, which will show around 1,000 masterpieces of 20th century art, is expected to open in 2000. The Tate Gallery on Millbank will return to its original role as a museum of British art. There are also plans to link Bankside, which is opposite St Paul's cathedral, to the north bank with a new footbridge across the Thames.

These developments coincide with recent initiatives by the London Tourist Board and the government to try to spread the benefits of tourism to south and east London. The London Tourist Board was recently awarded £350,000 over five years through the government's Single Regeneration Budget challenge fund 1996 for its TourEast London project.

Greenwich and Southwark are two of the five boroughs - the others are Hackney, Tower Hamlets and Newham - in the TourEast consortium, which is promoting tourism to east London and which also includes the London Docklands Development Corporation.

Mr Robert Chenery, head of



Greenwich, where the National Maritime Museum, Queen's House and the Royal Naval College help attract 2m visitors annually

## Transport services

Continued from page 1

Cathedral and HMS Belfast. It will also bring Canary Wharf within 10 minutes of Waterloo and at peak periods is expected to carry 18,000 passengers in each direction every hour.

The Jubilee Line extension makes no fewer than four crossings of the Thames, emphasising the extent to which the river forms a barrier, particularly in east London.

Another important crossing under the Thames will be provided by the Lewisham extension of the Docklands Light Railway. This will link the Isle of Dogs to the north and Greenwich and Lewisham to the south. Four consortia have been short-listed to build the £100m-£130m extension and are expected to put in their final bids later this month. The 4½ mile extension is expected to carry 10m passengers a year, a quarter of the total using the DLR network, by 2004.

If all goes according to plan, the extension will be open in 1999, linking Lewisham town centre through Deptford and Greenwich with Canary Wharf. This would both improve job prospects for people in south London and give employers in Docklands a bigger pool from

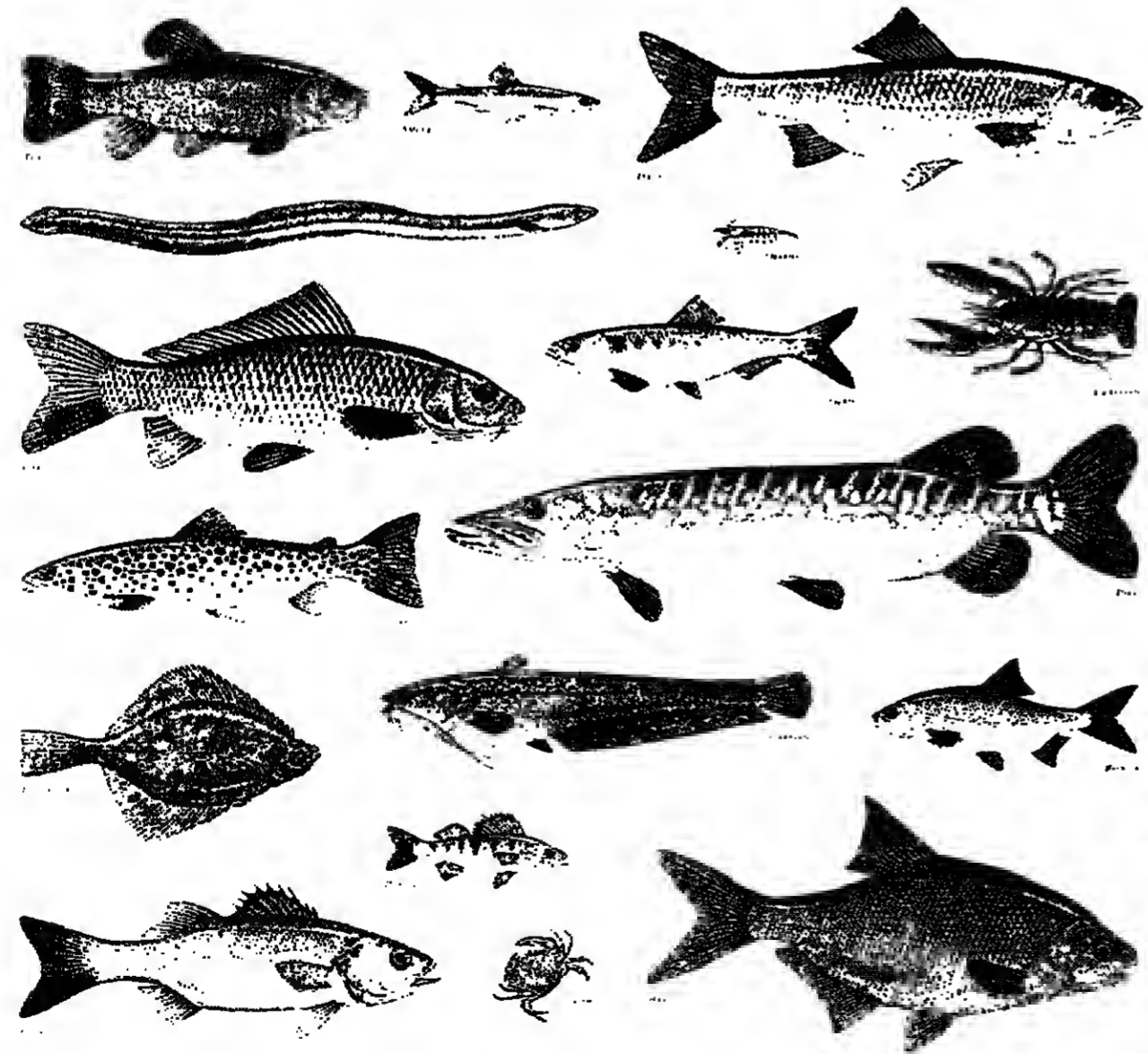
which to recruit staff. The extension also has the potential to increase tourist and leisure travel between central London and Greenwich. This, however, may prove prohibitively expensive - an underground station at the Cutty Sark site on the Greenwich waterfront would cost £14m to build.

There are no immediate plans to reintroduce trams in the four boroughs, although a proposal for a line linking Kings Cross with Waterloo and the Elephant and Castle is being investigated by London Transport and the councils involved. London's last tram ran between the Victoria Embankment and New Cross in July 1962.

Further south, however, the Croydon Tramlink project is making good progress. Four consortia have been short-listed to make final bids for the £160m project. The 17-mile network would speed up journey times between Wimbledon, Croydon, Beckenham and New Addington.

The Croydon Tramlink would provide a desperately needed orbital connection in the south of the capital, where most existing rail lines run radial services into the centre. A start is being made with the transport links needed to connect the four boroughs more closely with the economic life of the rest of the capital but there is still a long way to go.

## Living conditions are improving. (Well, that's what the residents keep telling us.)



You wouldn't want to have fallen into the Dock when Charles Dickens was a nipper.

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And the cleaner the water, the healthier the fish; but it's not just the local bream that feel the area's improving. Most of the local people do too. (As an independent MORI survey showed.)

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London Docklands  
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development at the London Tourist Board, says the government recognises the importance of tourism as a mechanism for urban regeneration and as a way of revitalising areas that do not have the obvious attractions of the West End. In addition, areas outside central London have the potential to attract second-time round visitors who would like to see something different from their first trip. (Sixty per cent of London's tourists make repeat visits.)

The London Tourist Board and Christie and Co, the property surveyors, have also launched a campaign to stimulate hotel building, particularly in areas outside the city centre. The LTB estimates that 10,000 more rooms could be needed by 2000 to cope with growing tourist demand. The main shortage is of affordable hotels and, given the high cost of land in central London, it seems sensible to situate new hotels in areas outside the centre such as Docklands and the South Bank.

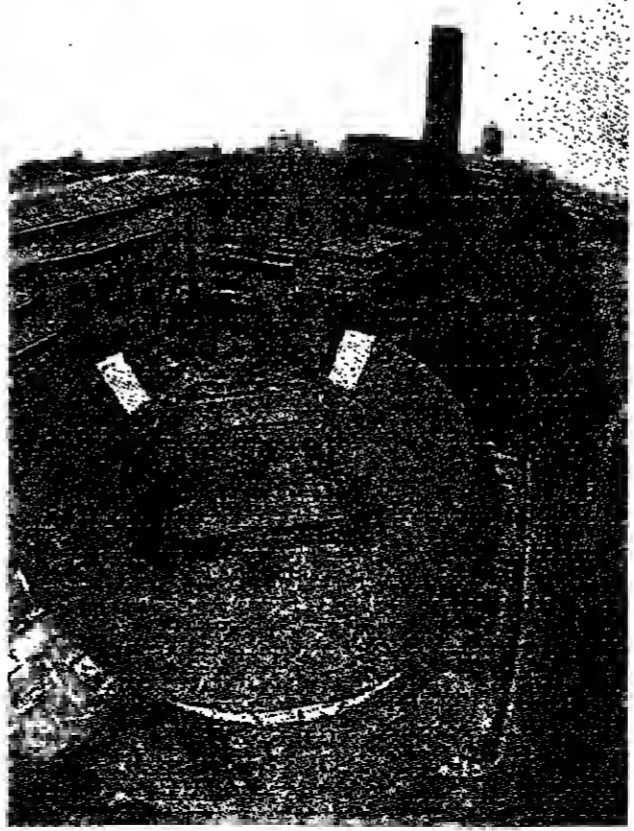
Last summer, Accor, the French hotels group, opened one of its three-star Novotel hotels near Waterloo station and Lambeth Palace, home of the Archbishop of Canterbury. Whitbread, the brewing and leisure company, last month said that it would be building two hotels in County Hall, the former home of the Greater London Council, on Westminster Bridge on the south side

of the Thames. The move was welcomed by Ms Virginia Bottomley, the National Heritage secretary, as "a vote of confidence in the efforts we are making to attract more visitors". Whitbread is developing a 200-room four-star Marriott hotel and a 318-room Travel Inn budget hotel and is also planning two other Travel Inns, one of 220 rooms at Easton and one of 150 rooms at Putney Bridge.

Mr Trevor Ward, director, BDO Hospitality Consulting, says this development will help focus attention on the south of the river as a tourist destination.

However, Mr Ward believes it will be more difficult to attract tourists to hotels in some other parts of south London. "County Hall is on the doorstep of the city centre but in other areas you'd need more than a hotel - you'd need a reason for staying there. It could be difficult to make money out of building a tourist attraction in some of these areas," he says.

The LTB's Mr Chenery disagrees. He believes there is demand for hotel accommodation in the south London boroughs and cites the Scandic Crown hotel at Nelson Dock in Southwark and the Britannia International in the Isle of Dogs in the east end as evidence. "A market exists and the scope to develop hotels in the centre is not easy," he says.



New sites: the Globe theatre and Bankside Power Station

This week's  
Deregulation  
question  
parameter

The Financial Times plans to publish a Survey on

# Kent

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**FT Surveys**





COMPANIES AND FINANCE

# WestLB looks to London for growth

Germany's third largest bank is keen to build foreign business, writes Andrew Fisher

**W**estLB, Germany's third largest bank, is set to expand its international operations, according to a report by the German government. The bank's expansion strategy is based on a long-term plan to build a strong presence in London, which is seen as a key market for growth.

WestLB has already benefited from the internal disruption at Deutsche Morgan Grenfell by attracting away a team of derivatives experts in New York for WestLB's investment operations. The laconic Mr Neuber said more such appointments from other banks were likely as WestLB - which aims to double staff of about 300 - was developed as the nucleus of WestLB's investment banking operations.

ASSETS	DMbn
1991	230
1992	275
1993	333
1994	379
1995	400

As Germany's third largest bank, with total assets of about DM400bn - behind Deutsche Bank and Dresdner Bank - WestLB has long been keen to build up foreign business and follow its big corporate and state clients abroad. The bank, owned by the state of North Rhine-Westphalia and regional savings associations, is already represented in 38 countries. A third of its operating profits come from outside Germany.

To help develop its business in eastern Europe, it has recently agreed a co-operation deal with Bank Austria, which is being reinforced with a 9 per cent stake in the largest Austrian bank. WestLB also has a co-operation pact with Cassa di Risparmio delle Province Lombarde (Cariplo), which has a similar arrangement with Bank Austria.

Such deals look ahead to the prospect - strongly supported by Mr Neuber - of European Monetary Union, which forms an important part of the thinking behind WestLB's investment banking strategy. The German bank is strong in fixed-income D-Mark business, said Mr Neuber. "But we have to prepare for the time when the D-Mark is no longer there and a Euro-currency brings about changed trading conditions."

Under WestLB's plans, its D-Mark-based business will continue to be handled from Düsseldorf, where the strategic investment banking decisions will also be made. Foreign currency transactions will be centred on London. Mr Neuber says the bank is thereby meeting the needs of its clients, mainly big German and European companies. "Our customers' requirements have changed in recent years, with traditional loan financing giving way to a variety of other innovative products.



Friedel Neuber. Preparing for the D-Mark no longer being there

Our large customers want access to such facilities through London. Thus, West Merchant Bank has developed its business in non-D-Mark bonds derivatives, equities, swaps and other instruments, as well as advising on mergers and acquisitions and new issues.

London. To build up its business specifically in asset management, Mr Neuber says acquisition is a possibility - "if a chance comes along, we shall consider it". As well as serving its customers, through amplifying its investment banking activities, WestLB also intends to enhance its profits. Mr Neuber is optimistic about investment banking earnings for 1995. "These will be considerably better than in 1994, even including our investment spending."

Overall profits are also firmer. After a first-half rise of 83 per cent in operating profits to DM472m - mostly reflecting a recovery in financial trading profits - he is also hoping for better second-half figures. In 1994, operating profits edged up 3 per cent to DM512m, helped by asset disposals.

Showing that big does not always mean boastful, Mr Neuber says with extreme caution: "I hope we can stay at this level."

# Chrysler to continue overseas expansion

By Haig Simonian in Detroit

Chrysler, the third biggest US car company, should continue its steady but belated push beyond its home markets by selling at least 20 per cent more vehicles outside North America and Mexico this year.

Foreign sales figures for 1995 have not yet been published but Mr Tom Gale, the head of international operations, said registrations were likely to have risen almost 30 per cent to more than 200,000 units outside North America and Mexico.

Only about 10 per cent of Chrysler's total sales, amounting to 2.16m vehicles, in 1995 were sold abroad - well below the corresponding figure for General Motors and Ford. However, Mr Gale predicted that foreign registrations, which have climbed about 20 per cent a year since the group returned to foreign markets in 1988, were set to continue rising.

Last year's biggest sales increase came in Europe, where registrations jumped by 27 per cent to 84,500 units. The scale of the rise "surprised even us in view of the virtually static market", he said.

The surge stemmed from new models and a steady expansion of the company's European network. Mr Gale said Chrysler had now achieved its target of having almost 900 dealers, but there would be some changes to bring the network up to desired quality level.

Chrysler is also building a \$100m assembly plant in Argentina, to make up to 20,000 Grand Cherokees a year. Mr Gale said it was also considering setting up a plant in Brazil, where the market has been booming. The company is still some way from a decision on the Brazilian project, but indicated there could be strong demand for pick-up trucks and even medium-sized cars.

International sales should also be buoyed by last year's decision to take control of Japanese distribution by buying out Chrysler's local partner.

# BHP wins control of Magma Copper

BHP, the Australian resources group, has won control of Magma Copper Company, the US metals producer, through a tender bid worth A\$8.2bn (US\$5.4bn). BHP said its offer of US\$28 a share for Magma had gained acceptances representing about 87 per cent of outstanding Magma stock.

BHP now plans to proceed with completion of the merger, which will require a meeting of Magma shareholders to secure approval before the Australian company can move to 100 per cent control. The Magma takeover will create the world's second largest copper producer (after Chile's CODELCO), accounting for about 10 per cent of western world output.

# Merrill Lynch to cut staff

Merrill Lynch is expected to make some staff cuts in its corporate and institutional client group in the near future. However, the reductions are thought to be around 250 people, less than 1 per cent of the total workforce of more than 45,000.

Merrill declined to comment. The departures are likely to be across the range of personnel in the CIOG area, such as sales and trading of debt and equity, municipal bonds and investment banking.

# Olivetti rights fully subscribed

Olivetti's L2.257bn (\$1.42bn) rights issue was almost fully subscribed, the Italian computer group confirmed. The company said 99.76 per cent of the offer had been taken up. The remaining 0.24 per cent would be sold on the market. The successful result was heralded by Mr Carlo De Benedetti, Olivetti's chairman, and by the markets before Christmas.

When the capital increase was announced in September, many analysts predicted the shares would end in the hands of the underwriters. Mr De Benedetti has said as much as 70 per cent of the group's capital could belong to foreign investors following the rights issue. The proceeds of the capital increase, underwritten by Lehman Brothers and a group of Italian banks, will be used to restructure and relaunch Olivetti as a broad-based information technology and telecommunications group.

# German computer retailer ahead

Vobis, one of Europe's biggest computer retailers, which belongs to Germany's Kautopf group, reported a 16 per cent rise in sales to DM3.05bn (\$2.12bn) and said it expected pre-tax profits of about DM50m, similar to a year earlier. The results were significantly better than those of Escom, another German group vying with Vobis to become Europe's biggest computer retailer. Mr Theo Lieven, Vobis chief executive, described the market as difficult, but said Vobis had fared better because of "circumspect stock handling and stable financial and personnel policies".

# Court thwarts CanWest bid

A British Columbia court has thrown a spanner into CanWest Global Communications' bid to create a Canadian national TV network through its proposed acquisition of Vancouver-based WIC Western International Communications. The court ruling, which resolved a long-running dispute over control of WIC, makes it impossible for CanWest to fulfil the conditions of its C\$636m (US\$470m) bid, which was due to expire on January 12.

WIC welcomed the ruling. The Griffiths family, which owns 62 per cent of WIC's class A voting shares, had rejected CanWest's bid.

# Goldman Sachs to buy big US bowling alley chain

By Richard Waters in New York

Goldman Sachs is close to buying the US's biggest operator of bowling alleys, a deal which signals just how much Wall Street's buy-out habits have changed since the 1980s. The US investment bank is expected to announce soon, perhaps later this week, that it is paying around \$1bn for

AMF, which owns more than 200 bowling alleys in the US and 70 elsewhere. Goldman is believed to view the company as a platform for further expansion, both in the US and abroad. It was not clear late last week whether only the bank's partners would put up the equity for the buy-out, or whether the purchase was being made with some of its investment clients.

The deal is in marked contrast to the sort of buy-outs that characterised Wall Street during the 1980s. Then, most buyers employed high levels of debt and planned to reorganise their acquisitions and sell them on quickly, either in whole or in pieces. When the buy-out market collapsed at the end of the decade, a number of investment banks were left nursing

big losses on bridge loans used to finance leveraged deals, leading to a general retreat from the business. "Those banks still in the business have since tended to take stakes in industries which are consolidating or ones offering prospects for growth. Most deals have also involved lower levels of debt, and many have required buyers to make further investments to expand.

One result has been to concentrate the business in the hands of fewer institutions. Morgan Stanley, for instance - which invests its own money alongside some of its big clients - has targeted industries ranging from food processing to insurance, which it believes are short of capital and present opportunities for private buyers prepared to build on their investments.

## The results of a combined focus on international equities.

**POWERGEN**

International Offer

295,284,000 shares to raise £1.5 billion

Joint Global Co-ordinator and Joint Bookrunner

March 1995 UK

**FINNAIR**

International Offer

12,000,000 shares to raise FIM 420 million

Global Co-ordinator and Bookrunner

1995 Finland

**SGL CARBON AG**

International Offer

5,616,255 shares to raise DEM 308.9 million

Global Co-ordinator and Bookrunner

April 1995 Germany

**adidas**

International Offer

31,395,000 shares to raise DM 2.1 billion

Joint Global Co-ordinator and Joint Bookrunner

September 1995 Germany

**FOKUS Bank**

International Offer

63,000,000 shares to raise NOK 1.8 billion

Joint Lead Manager and Joint Bookrunner

September 1995 Norway

**SCANDINAVIAN MOBILITY**

International Offer

5,382,000 shares to raise DKK 635 million

Global Co-ordinator and Bookrunner

Denmark

**TLG plc**

International Offer

57,500,000 shares to raise US\$138 million

Joint Lead Manager and Joint Bookrunner

1995 Austria

**NATIONAL POWER**

International Offer

464,308,000 shares to raise £2.2 billion

Joint Global Co-ordinator and Broker

March 1995 UK

**MERCK**

International Offer

45,000,000 shares to raise DM 2.4 billion

Joint Global Co-ordinator and Joint Bookrunner

October 1995 Germany

**MOL**

International Offer

18,500,000 Global Depository Shares to raise HUF 20.4 billion

Joint Global Co-ordinator and Joint Bookrunner

November 1995 Hungary

**AMS**

International Offer

500,000 shares to raise ATS 770 million

Joint Global Co-ordinator

December 1995 Austria

**Telefonica**

International Offer

100,552,000 shares to raise PTA163.1 billion

UK Joint Lead Manager and Joint Bookrunner

September 1995 Spain

**BT Industries**

International Offer

10,306,546 shares to raise SEK 793.6 million

Global Co-ordinator and Bookrunner

November 1995 Sweden

**SGL CARBON AG**

International Offer

4,850,000 shares to raise DM 429 million

Joint Global Co-ordinator and Bookrunner

September 1995 Germany

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ING BANK

FINANCIAL TIMES MARKETS THIS WEEK

At Home in Emerging and Capital Markets

ING BANK

Global Investor / Gerard Baker in Tokyo

Munificence: is the party over?

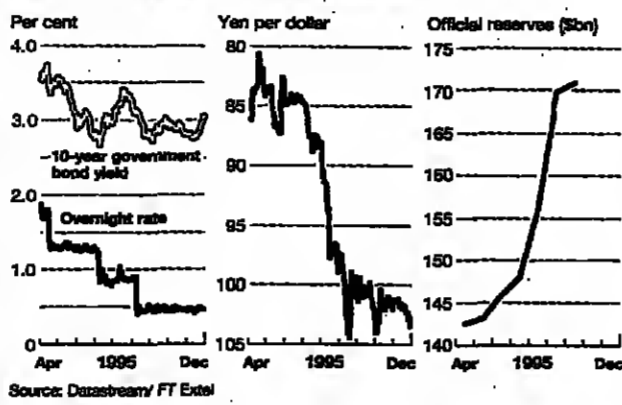


Financial markets received the news of the departure of the latest Japanese prime minister on Friday with customary sangfroid.

Only when the bureaucratic-industrial-political nexus that controls the country decides that the objective facts of history demand a change of course do the policies change, and it is a rare moment when one of those occasions coincides with a mere change of prime minister.

Government have been bent towards engineering that elusive recovery. In 1995 those efforts moved up a gear or two, from the enthusiastic to the downright frantic as the authorities finally went for broke: producing the largest fiscal deficit seen in decades and reducing the cost of every one's borrowing to almost zero.

Bank of Japan to the rescue



Total return in local currency to 4/1/96

Table showing total return in local currency for US, Japan, Germany, France, Italy, UK across various asset classes like Cash, Bonds 3-5 year, Bonds 7-10 year, and Equities.

supporting US treasuries. Can we expect much of this to unwind in 1996 if the recovery is a genuine one? That certainly seemed to be a widespread fear at the end of last week.

Prices - of goods, services, and perhaps most important, land - are still flat to falling, and it will be a long time before demand pressures produce a genuine inflation problem.

COMMODITIES

Richard Mooney

Cotton gathering in Nashville

Pests and drought devastated cotton yields last year, sending prices to record highs in the spring. So seminars on biotechnologies to fight such blights are expected to attract swarms of participants at this week's 1996 Beltwide Cotton Conference.

Speakers will range from academic experts and entomologists, to an executive with the Monsanto chemical group, whose Bollgard gene, which protects cotton plants from insects, will be available to farmers this year.

duction and price projections by leading merchant William B. Dunavant, chairman and chief executive of Dunavant Enterprises, and outlook reports from the private sector and government agencies.

hit the market recently. And while a new US Farm Bill remains a casualty of the federal government shutdown, the NCC will hold a seminar tomorrow to discuss current legislation.

Economics Notebook / Robert Chote



Middle class insecurity

Governments across the industrialised world have spent much of the 1990s learning to live with middle class disenchantment. Many ruling parties have discovered that this electorally pivotal group has been feeling increasingly insecure, discontented and ill-disposed to those who govern.

income distribution". In other words, hundreds of thousands of middle class households became upper class ones. This migration took place among households with working heads - what ever their ethnic background - and among retired households. The real losers were families of working age reliant on social security benefits.

risen because middle class households have been bettering themselves, what are they complaining about? It may be that they are more insecure because they find themselves moving up and down the income distribution less predictably than they used to.

Advertisement for Morgan Stanley & Co. titled 'The 100 Year Bond Financing for the Next Century'. It features a world map and four bond offerings: BellSouth Telecommunications, Inc. (\$500,000,000), Columbia/HCA Healthcare Corporation (\$200,000,000), ABN AMRO Bank N.V. (\$150,000,000), and The Walt Disney Company (\$300,000,000).

FT/S&P ACTUARIES WORLD INDICES table showing various regional and national market indices for Friday January 4, 1996, and Thursday January 4, 1996. Includes columns for US, Japan, Germany, France, Italy, UK, and DOLLAR INDEX.

EMERGING MARKETS

HK: gateway to China Taiwan hopes for sunshine after the rain

By Louise Lucas in Hong Kong

Hong Kong may not be an emerging market in every body's book but it is certainly acting like one.

The classic signs of a bull market are clear to see. On Thursday and Friday of last week daily volumes reached six and eight month highs of HK\$3.7bn and HK\$3.5bn respectively.

For many fund managers Hong Kong, which gained 23 per cent during the course of last year and a further 4.5 per cent in the first week of 1996, is the suitably sanitised and internationalised way to play China.

In July next year, when sovereignty passes to China, Hong Kong will again become an emerging market by more conventional reckonings: as part of China (albeit with a high degree of autonomy) for the first 50 years its GDP per capita, currently higher than that of Australia, will decline considerably.

John Ross, portfolio strate-

gist for Fidelity Investments in the UK, is one fund manager who uses Hong Kong to access China growth. "We like the Hong Kong market. It's a lower risk way of playing the growth which we foresee in China," he says.

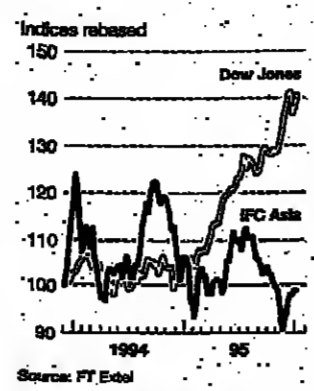
Some believe last week's rise was no more than the traditional rally up to Chinese new year on February 19. Thereafter, they predict the big flows of money will be absorbed by less developed Asian markets.

Others, like Jardine Fleming Securities, are more bullish. Colin Bradbury, the regional strategist, reckons last year's outperformance may continue for at least the first half of 1996. He bases his optimism on Hong Kong's position at the beginning of the economic cycle (which, on Jardine's reckoning, bottomed out last year) and the fact that China's economic gurus appear to have engineered a soft landing.

China's credit squeeze hit Hong Kong companies which sold less consumer goods and were unable to proceed with infrastructure projects because of the dearth of Beijing awarded guarantees.

Optimism for a strong performance this year has also been bred by hopes of a lower interest rate environment, which would kick-start the sluggish property and retail sectors. Mr Ross further cites an improved quality of earnings, reasonable value and the fact that many international funds are still underweight. Hong Kong is on a p/e of about 12

By Laura Tyson in Taipei



Investors hoping the new year would usher in a better performance in the stock market than last year's abysmal showing met severe disappointment. Equities began the year with a precipitous plunge as investors took fright after parliament unexpectedly reinstated a capital gains tax late last week.

On Friday the market fell more than 6 per cent although it recovered slightly on Saturday. The news is not likely to get much better during the first half of the year. The market will be at the mercy of political and economic woes. The first presidential elections are in March, an event which will dampen investor confidence and could provoke a hostile reaction from China.

It was a year of depressants and scandal. After the primary market bling of 1994, fed by an enthusiastic rush of newly arriving foreign portfolio investment, the market became overhung

By Mark Nicholson in New Delhi

Last year was no vintage for Indian equities. By December the Bombay 30-share Sensex index was a fifth off its 1995 high, scaled in January, and more than third lower than its record peak of 4,643 of September 1994. The market entered 1996 with the Sensex idling at just over 3,000.

It was a year of depressants and scandal. After the primary market bling of 1994, fed by an enthusiastic rush of newly arriving foreign portfolio investment, the market became overhung

with acrid and dogged by political uncertainty over the outcome of this year's general election. It suffered from a liquidity squeeze as the government tightened the monetary reins on inflation. It also found itself mired in a series of scandals, including a broker default which closed the BSE for three days and, at the end of last year, controversy and mystery over duplicate and switched shares in Reliance Industries, one of the most heavily traded stocks of 1994.

By Philip Gawith

The dollar is the story and the game is being played out in Washington DC. After a dollar rally ran out of steam at the end of last week amid heightened uncertainty about the ongoing political wrangling over the US budget.

Most analysts and investors are bullish, with good reason, about the dollar, but it is by no means one way traffic. Traders report active two-way business, and there are certainly some natural dollar sellers, such as Japanese exporters. There

were also reports last week of French and German companies being heavy sellers of dollars, while the two largest macro hedge funds were seen on opposite sides of the market. With the release of government data in some disarray owing to the partial government shut-down, the budget dispute may take on an even greater importance than it might otherwise have done. At the moment the view that progress on the budget is good for the dollar, while further delay

can only retard any rally. It is possible that the dollar could continue to make ground against the yen, while standing still against the D-Mark. The second half of last year saw sharp dollar rally against the yen, unmatched by any similar move against the D-Mark.

Japan's declining trade surplus and portfolio outflows are both factors which support a stronger dollar. Some observers also believe that the likely election of Mr Ryutaro Hashimoto as the new prime minister will be negative for the yen.

In the summer he was quoted calling for a weaker yen, around Y100-110.

The progress of the US budget talks will have a big influence on how European currencies perform. A backdrop of slowing economic growth and the perception that the D-Mark is overvalued had led many investors to buy higher yielding currencies like the lira, peseta and Swedish krona. The durability of these currencies' rallies comes into question, though, when dollar weakness buoy the D-Mark.

CURRENCY MARKETS

Focus on Washington politics

The dollar is the story and the game is being played out in Washington DC. After a dollar rally ran out of steam at the end of last week amid heightened uncertainty about the ongoing political wrangling over the US budget.

Most analysts and investors are bullish, with good reason, about the dollar, but it is by no means one way traffic. Traders report active two-way business, and there are certainly some natural dollar sellers, such as Japanese exporters. There

were also reports last week of French and German companies being heavy sellers of dollars, while the two largest macro hedge funds were seen on opposite sides of the market. With the release of government data in some disarray owing to the partial government shut-down, the budget dispute may take on an even greater importance than it might otherwise have done. At the moment the view that progress on the budget is good for the dollar, while further delay

can only retard any rally. It is possible that the dollar could continue to make ground against the yen, while standing still against the D-Mark. The second half of last year saw sharp dollar rally against the yen, unmatched by any similar move against the D-Mark.

Japan's declining trade surplus and portfolio outflows are both factors which support a stronger dollar. Some observers also believe that the likely election of Mr Ryutaro Hashimoto as the new prime minister will be negative for the yen.

FT GUIDE TO WORLD CURRENCIES

Table with columns for currency codes (e.g., A\$100, £100, ¥100) and exchange rates for various countries including Australia, Canada, Hong Kong, India, etc.

effectively is weakening.

Nowhere is this reflected more clearly than in parliament. The Nationalists have until now enjoyed majority control of the legislature, allowing the party to push controversial legislation through parliament. But in legislative elections last month the Nationalists effectively lost control. "We can't rely on the KMT to support the market any longer," said Mr Thomas Chien, general manager of Wardley James Capel's Taiwan office.

In a taste of what lies ahead, opposition parties seized the opportunity after the new year holidays when many KMT lawmakers were absent to pass a capital gains tax of 14 per cent. "The industry is stunned and amazed by this, and no one knows exactly what it will mean for the market," said Mr Nelson. The last time the gov-

ernment introduced a capital gains tax in the late 1980s share prices tumbled by a quarter in a few weeks.

But Mr Chien cautioned that while the measure will be difficult to rescind at this stage, the finance ministry has substantial leeway as to how and when the tax is implemented. The ultimate fate of the tax is far from clear, however, particularly as the Nationalists are keen to avoid jeopardising the party's prospects in the presidential elections. Mr Lee Teng-hui, Taiwan's president, called the passage of the tax "careless" and said it could harm the economy. A group of lawmakers have called for a review of that measure on Tuesday and the review of a proposed cut in the share transaction tax on Thursday.

For foreign investors, the news is not all bad as monetary authorities are slowly con-

tinuing to liberalise regulations restricting investment from outside. The government has announced that individual foreigners and corporates will be permitted to buy shares directly as early as mid-year, up to an annual limit of \$5m and \$10m respectively. Currently only foreign institutions that have obtained approval from the central bank and securities regulators are permitted to buy listed shares.

In addition, authorities have pledged to lift a ceiling on investment by any single foreign institution from \$300m to \$400m. It was also announced recently that curbs on inward and outward remittances of investment capital, disliked by investors, would be loosened significantly. Nevertheless, when it comes to volatility and uncertainty, Taiwan rarely disappoints and this year promises to be no exception.

India poised to overcome depressants

Last year was no vintage for Indian equities. By December the Bombay 30-share Sensex index was a fifth off its 1995 high, scaled in January, and more than third lower than its record peak of 4,643 of September 1994. The market entered 1996 with the Sensex idling at just over 3,000.

It was a year of depressants and scandal. After the primary market bling of 1994, fed by an enthusiastic rush of newly arriving foreign portfolio investment, the market became overhung

with acrid and dogged by political uncertainty over the outcome of this year's general election. It suffered from a liquidity squeeze as the government tightened the monetary reins on inflation. It also found itself mired in a series of scandals, including a broker default which closed the BSE for three days and, at the end of last year, controversy and mystery over duplicate and switched shares in Reliance Industries, one of the most heavily traded stocks of 1994.

Besides the directly dampening effect of these scandals, they also served to underline the persisting inefficiency

ING Baring Securities Emerging Markets Indices

Table showing emerging market indices for various regions like Latin America, Europe, Asia, etc., with columns for index value, week on week movement, and month on month movement.

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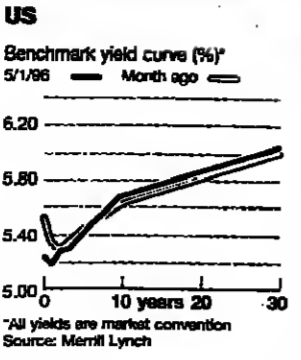
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WORLD BOND MARKETS: This Week

NEW YORK Maggie Urry

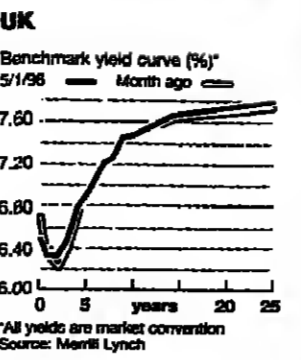
Having broken through the 6 per cent barrier the previous week, the yield on the 30-year Treasury moved back above that psychologically important level as budget talks in Washington descended into squabbling.



A low point in the wrangling was reached on Thursday when one Republican raised the possibility of impeaching Mr Robert Rubin, the Treasury Secretary.

LONDON Antonia Sharpe

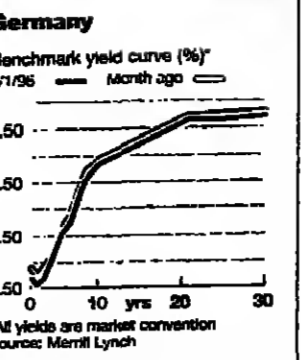
After the political jitters last week following the defection of Tory MP Miss Emma Nicholson, gilts are set to trade modestly higher this week.



The Bund future just failed to break through 100 per cent, ending the day above the 99.40 level. But dealers expect the advance to be resumed.

FRANKFURT Andrew Fisher

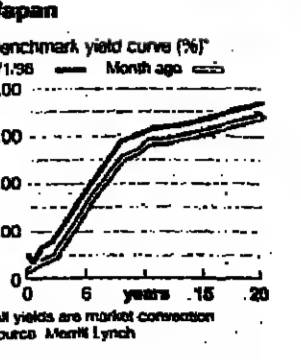
The German bond market was ruffled on Friday by the resignation of Russian foreign minister Mr Andrei Kozyrev and continuing doubts about the US budget impasse.



The yen's weakness and stronger stock prices, which pushed the long bond yield above the 3 per cent level for the first time in four months last week, are expected to continue to weigh on the government bond market.

TOKYO Emiko Terazono

The yen's weakness and stronger stock prices, which pushed the long bond yield above the 3 per cent level for the first time in four months last week, are expected to continue to weigh on the government bond market.



Political developments, with the premiership being handed to Mr Ryukaro Hashimoto, the leader of the Liberal Democratic Party, are expected to be minimal.

Syndicated loans

Banks in search of higher yielding deals

With bank loan interest rates at their lowest for many years, and not seen rising in the short term, dealers in the international syndicated loans market are gearing up for another busy year.

He expected competition among lenders to keep loan rates down, "unless some extraneous shock forces them up".

According to S&P/LPC, borrowers with a double-A profile were charged an average of 15.75 basis points over Libor in December, with commitment fees of 7.25 basis points.

Westdeutsche Landesbank has attracted heavy demand and is expected to be increased to £260m.

10-year benchmark bond yields

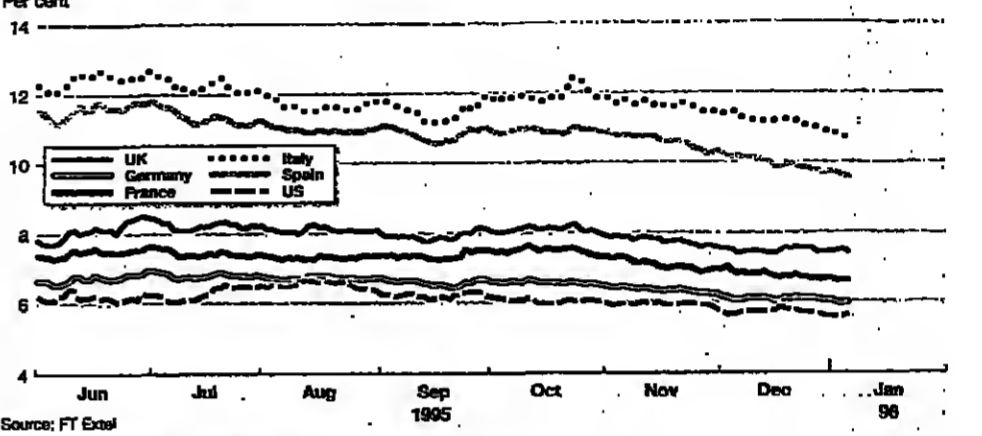


Table: INTEREST RATES AT A GLANCE. Columns: USA, Japan, Germany, France, Italy, UK. Rows: Discount, Overnight, Three month, One year, Five year, Ten year.

Table: US TREASURY BOND FUTURES (CBT) \$100,000 Bonds of 100%. Columns: Open, Set price, Change, High, Low, Est. vol., Open Int. Rows: Mar, Jun, Sep.

Acquisitions Monthly presents A MAJOR NEW CONFERENCE ON Acquiring in Asia The M&A market of the future. 22 and 23 February 1996 London Marriott Hotel Grosvenor Square, London W1.

Emerging market debt

Brady bonds buoyed by US funds

Supported by flows of capital from US funds and the positive tone of the US Treasury market, the Brady bond market has begun the new year strongly, building on the bull run begun late last year.

"Persistent high spreads should provide a substantial cushion to changes in the technical factors," noted Mr Peter West, economic adviser to West Merchant Bank.

Stripped spreads derived when the value of the collateral is subtracted from actual yields - have still to fall to levels reached before the Mexican devaluation in December 1994 triggered a sell-off in the market.

Looking ahead, there are a number of other reasons to be positive about Bradys. High real interest rates have made local currency bonds issued by Brazil and Russia particularly attractive for investors.

Table: NEW INTERNATIONAL BOND ISSUES. Columns: Borrower, Amount, Maturity, Coupon, Price, Yield, Launch, Bank name. Rows include GECC, National Australia Bank, Deutsche Landesbank, etc.



EQUITY MARKETS: This Week

NEW YORK

Lisa Bransten

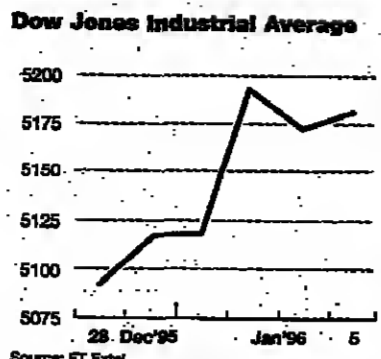
Uncertainty remains over budget deal

Trading on the US stock market is likely to be choppy this week until investors are confident there is some resolution in sight to the budget stalemate that has kept government offices partially closed.

Until the end of last year the market moved higher, even as negotiations in Washington faltered. Late last week, however, shares suffered a case of the jitters as hopes dimmed that President Bill Clinton and Republican leaders could reach an agreement.

Investors were reassured late on Friday after Congress passed a stop-gap measure to re-open the government, but a deal to balance the budget by 2002 remained far from certain.

Also uncertain was whether investors would get any data with which to gauge the economy. Even if government employees go back to work today, it will take several days to calculate the statistics that have not been released.



Figures on consumer and producer prices are due late this week, but it was not clear when they would be produced.

Investors may turn to the inflation index produced by the Center for International Business Cycle Research. Salomon Brothers believes the monthly index will show its 10th consecutive fall, supporting "market expectations that inflation pressures remain at bay".

State figures on new claims for unemployment benefits may compensate for the December employment report that should have been released last Friday.

LONDON

Philip Coggan

Waiting for clues on next cut in rates

Both the FT-SE 100 index and the FT-SE-A All-Share managed to record all-time highs last week, as stock markets round the world started the year in buoyant mood.

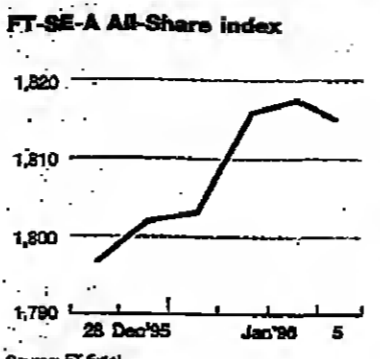
Hopes of interest rate cuts in 1996 helped the UK and the rest of Europe, but Wall Street was an erratic influence as sentiment fluctuated wildly about the prospects for resolving the US Budget dispute.

The talks between President Clinton and the Congressional Republicans will continue to be a significant factor this week.

The most important economic numbers are likely to be November's manufacturing output and industrial production figures, due to be published on Thursday.

Weak numbers will reinforce expectations that interest rates will be reduced further this year.

After a very quiet period for



corporate news last week, a few leading companies will report this week, notably Lonrho and Dixons.

The latter's statements will be monitored very closely for indications about the strength of the vital Christmas season for retailers. Further evidence will be provided by the Confederation of British Industry's distributive trades survey on Friday.

Traders will be hoping that bid activity, which helped power the stock market in 1995, will resume after the Christmas break. There were plenty of rumours but no actual deals last week.

International offerings

Spain's Repsol poised to open busy first quarter

Surging stock markets around the world in the opening days of 1996 have provided an ideal backdrop for what is set to be a busy first quarter for international equity offerings.

The first of 1996 is expected to be the Spanish government's sale of a fourth tranche of shares in Repsol, the oil and gas company.

Goldman Sachs and Banco Bilbao Vizcaya, which arranged the previous offerings, are believed to be in charge of this deal.

In what is widely expected to be the last public offering in the company, the government is likely to sell about 11 per cent of Repsol's share capital, which would leave it with a 10 per cent holding. At current market values, the government's 21 per cent stake is worth just over \$2bn.

The government's decision to press ahead with the sale in the run-up to the general election on March 3 has angered the opposition party, the centre-right Popular Party.

However, bankers do not expect this to derail the offering, which is scheduled to get under way in the middle of this month, with pricing at the beginning of February.

Since about half of the \$1bn offering is believed to have been reserved for domestic retail investors, the amount on offer to international investors should be relatively modest.

Given the selectivity shown last year by international investors, in particular US institutions, this is probably a wise move by the government, especially since Repsol is already widely held abroad.

The bull run in the US stock market last year resulted in a dramatic drop in new investments in foreign equities by US institutions.

According to the Investment Company Institute, the US industry association for mutual funds, the flow into international equities by US mutual funds was \$5.2bn in the first 11 months of 1995, compared with \$2.7bn in all of 1994 and \$26.3bn in 1993.

US pension funds showed a similar pattern. Intersec, the US-based pension fund consul-

tancy, estimates that the value of new regional mandates for Europe awarded by US pension plan sponsors dropped to just \$200m in 1995, from \$1.7bn in 1994, while mandates for the Pacific region are estimated to have dropped to \$1.2bn last year from \$2.7bn the year before.

Although the lower numbers also reflect a move by US pension plan sponsors towards awarding global as opposed to regional mandates, the strong US stock markets clearly had an impact.

In view of the high valuations in their domestic markets, the two largest pools of international investors, in the US and the UK, are expected to look more favourably on foreign markets this year. This should allow more equity offerings from Latin America and Asia to come to market.

The need for higher returns is particularly pressing for US pension funds, many of which have to meet actuarial rates of 9 to 10 per cent. With US stock markets at record highs and Treasuries yielding around 6 per cent, such returns will be hard to find at home.

Other privatisations scheduled for the first quarter include the Italian government's sale of its holding in Ina, the insurer. However, it seems likely that the privatisation of Enel, the electricity company, slated for the first quarter, will be pushed back.

The Italian government indicated last year it was committed to selling its 84 per cent stake in Ina by the end of January, through a placing of government bonds convertible into Ina shares. It is rare for this structure to be used in European privatisations, and bankers will be watching the offering closely.

Given the tendency among continental European retail investors to place their savings in bonds rather than equities, the fixed-income element of a convertible bond should have more appeal than a pure equity offering.

If demand for the Ina bonds is strong, bankers say the French government could also experiment with a convertible

bond structure. The government needs to find ways of revitalising its privatisation programme following last year's difficult disposals of shares in Usinor Saeclor, the steel company, and Pechiney, the aluminium company.

The other privatisation scheduled for the first quarter is the Norwegian government's disposal of its holding in Unio Bank of Norway, the country's largest savings bank. Norway stands to raise about \$250m.

The first-quarter calendar for corporate IPOs is equally crowded. Preparations for the \$200m flotation of Hutchison Telecom, operator of the UK's Orange mobile phone network, are at an advanced stage. Goldman Sachs and Kleinwort Benson, the banks arranging the offering, have decided on the syndicate and should announce the results this week.

In the same sector, UBS is arranging the flotation of People's Phone, a retail distributor and service provider of mobile phones. The offering, which should capitalise the company at about \$280m, is expected next month.

Bankers also believe the flotation of Scania, the Swedish trucks group and a flagship company in the Wallenberg family industrial empire, could emerge early this year. A stake of up to 75 per cent is to be floated on the stock market by Investor, the Wallenberg holding company.

Although US and UK investors are expected to diversify their equity holdings away from domestic markets this year, the big question facing the vendors of stock and their advisers is whether they will continue to favour corporate offerings over privatisations, as they did last year.

In 1995, international investors made it clear that they would not pay up for privatisation issues. If governments heed this message and price their issues cheaply, they could find themselves basking in the same glow of success as the vendors of stock in Gucci and Adidas did last year.

Antonia Sharpe

OTHER MARKETS

**FRANKFURT**  
Thyssen Stahl begins the steel reporting season on Wednesday. Following the release of its preliminary 1994-95 group figures last year, UBS is forecasting a pre-tax profit of DM500m.

However, the bank said what will be even more interesting is the outlook Thyssen gives on steel prices, which have continued to slide in Europe but have been firming in the US recently.

In the small and mid-cap sector, stock picking is expected to continue. UBS expects share prices there to continue the recovery that developed during the first week of the year, saying that following their strong under-performance in the second half of 1995, selective small companies still offer attractive investment opportunities.

After December's cuts in key interest rates, the Bundesbank is seen to have plenty of scope for further easing on its return to variable repo rates.

This augers well for equities and the bank's Dax targets for 1996 stand at 2,400 for June and 2,500 for the year-end, compared with about 2,335 at the end of last week.

**MILAN**  
Political uncertainty has returned to haunt the equity market and this week's parliamentary debate, to map Italy's way ahead, is likely to keep share prices under pressure. The debate opens on Tuesday evening and is likely to continue throughout Wednesday and Thursday.

The market's favoured outcome would be agreement for another government, led by the incumbent prime minister Mr Lamberto Dini, who has headed Italy's so-called technocrat government for the last 11 months.

The worst scenario would be the failure of Italy's disparate political blocs to reach agreement, bringing snap elections in which no one grouping gained a strong majority.

The likely outcome is thought to be somewhere in between, with Mr Dini's reappointment for a minimum of six months with a mandate to pursue criteria for Italy to join the European Economic and Monetary Union and return the lira to the exchange rate mechanism. This would enable his administration to see through Italy's six-month presidency of the European Union which began last week.

**JOHANNESBURG**  
Gold Fields of South Africa, the most troubled of the country's ailing gold mine groups, kicks off the gold quarterly reporting season tomorrow in the wake of last week's surge in bullion prices, writes Mark Ashurst.

If sustained, higher prices would bring some respite to an industry desperately in need of stronger balance sheets to finance capital investment at its mature mines.

Overall, results will not differ much from the third quarter, with Freegold carrying the cost of 3,500 job losses and Gold Fields reeling from a disastrous 1995.

Only the speedy settlement of a recent strike at Gold Fields's Kloof mine, a surprise given its labour relations record, and a possible deal allowing its reserves to be mined from Genor's new Beatrix shaft, give any cause for optimism.

Anglo American Corporation, the world's largest gold producer, should show improved results from its gold divisions as some innovative agreements with unions bear fruit.

Likewise, Goldgold's disposal of its marginal mines, and the possibility of early returns on

investment at its Kinross mine, will merit close scrutiny as parent company Genor moves to reposition itself as a world class mining house.

Mr David Hall, gold analyst at Barings, predicted a better year in 1996. "Even declining industries go through periods when productivity picks up," he said.

**HONG KONG**  
Brokers expect the Hong Kong market to continue climbing in the run-up to the Chinese new year, which begins on February 19, although a degree of consolidation is likely following the 4.5 per cent gain in the Hang Seng index last week, writes Louise Lucas.

With most analysts believing interest rates will continue to move lower this year after the 0.5 per cent reduction in prime lending rates set by the colony's main banks on December 22, property and finance counters - the most interest-rate sensitive - are expected to shine.

Conglomerates are also being tipped for a good run, especially laggards such as Wharf Holdings, which derives the bulk of its earnings from property, and the trend for issuing third party covered

warrants is also set to lift the targeted stocks.

Overall, corporate earnings are forecast to grow by 11 per cent this year and 15 per cent in 1997.

Great Eagle Holdings, the property company, announces its final on Wednesday, but the corporate earnings season does not start in earnest until late February when global banking giant HSBC Holdings unveils full-year figures.


**TOKYO**  
Investors will try to digest developments on the political front following Mr Tomiichi Murayama's sudden decision to resign from his premiership last week, writes Emiko Terazono.

While a Liberal Democratic leader has positive implications for asset prices, some analysts are cautious of a split between the tripartite ruling coalition, due to Mr Hashimoto's conservative political views.

"Political volatility cannot be good at a time when the finance ministry is also feeling vulnerable after the resignation of Mr Kyosuke Shinozawa, former vice-minister of finance," said Nikko Securities.

Compiled by Michael Morgan

All of these securities having been sold, this announcement appears as a matter of record only.



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July, 1995

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**the Hungarian Privatisation and State Holding Company**

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WORLD STOCK MARKETS

Table of world stock markets including Europe (Austria, Belgium, France, Germany, Italy, Netherlands, Spain, Switzerland), Asia (Japan, Korea, Taiwan, Hong Kong), and other regions. Columns include country, stock name, price, and change.

Rockwell supplies virtually every European car manufacturer with automotive components and systems. Rockwell logo and text: AUTOMATION • AUTOS • TELECOMMUNICATIONS, DEFENCE ELECTRONICS • AEROSPACE • AUTOMOTIVE • GRAPHIC SYSTEMS.

Table of world stock markets (continued) including South Africa, New Zealand, Singapore, and various regional indices. Columns include country, stock name, price, and change.

INDICES table showing various regional and global indices with columns for index name, price, and change.

US INDICES table showing major US market indices like Dow Jones, S&P 500, and NASDAQ with columns for index name, price, and change.

Table of US stocks and trading activity, including company names, prices, and volume.

Table of international stock indices and trading activity, including Japan, Europe, and other regions.

Table of international stock indices and trading activity (continued), including South Africa, New Zealand, and Singapore.

INDEX FUTURES table showing futures contracts for various indices, including S&P 500, Dow Jones, and others, with columns for contract name, price, and change.

CURRENCIES AND MONEY

Table with columns: COUNTRY, SPOT, FORWARD, and various interest rate metrics for major currencies.

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مركزنا من الاحول



LONDON SHARE SERVICE

BY TRUSTS SPLIT CAPITAL - Cont.

Table listing various trusts with columns for Name, Price, % Chg, Div, and other financial metrics.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies with columns for Name, Price, % Chg, Div, and other financial metrics.

OTHER FINANCIAL - Cont.

Table listing other financial companies with columns for Name, Price, % Chg, Div, and other financial metrics.

PROPERTY - Cont.

Table listing property companies with columns for Name, Price, % Chg, Div, and other financial metrics.

SUPPORT SERVICES - Cont.

Table listing support services companies with columns for Name, Price, % Chg, Div, and other financial metrics.

AIM - Cont.

Table listing AIM companies with columns for Name, Price, % Chg, Div, and other financial metrics.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for Name, Price, % Chg, Div, and other financial metrics.

INVESTMENT COMPANIES

Table listing investment companies with columns for Name, Price, % Chg, Div, and other financial metrics.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for Name, Price, % Chg, Div, and other financial metrics.

LIFE ASSURANCE

Table listing life assurance companies with columns for Name, Price, % Chg, Div, and other financial metrics.

MEDIA

Table listing media companies with columns for Name, Price, % Chg, Div, and other financial metrics.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies with columns for Name, Price, % Chg, Div, and other financial metrics.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for Name, Price, % Chg, Div, and other financial metrics.

RETAILERS, FOOD

Table listing retailers and food companies with columns for Name, Price, % Chg, Div, and other financial metrics.

RETAILERS, GENERAL

Table listing general retailers with columns for Name, Price, % Chg, Div, and other financial metrics.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for Name, Price, % Chg, Div, and other financial metrics.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for Name, Price, % Chg, Div, and other financial metrics.

AMERICANS

Table listing American companies with columns for Name, Price, % Chg, Div, and other financial metrics.

CANADIANS

Table listing Canadian companies with columns for Name, Price, % Chg, Div, and other financial metrics.

SOUTH AFRICANS

Table listing South African companies with columns for Name, Price, % Chg, Div, and other financial metrics.

Advertisement for MAPPIN & WEBB Champagne, featuring a watch image and the text 'Champagne-proof to 330 feet.' and 'ROLEX of Geneva'.

TOBACCO

Table listing tobacco companies with columns for Name, Price, % Chg, Div, and other financial metrics.

TRANSPORT

Table listing transport companies with columns for Name, Price, % Chg, Div, and other financial metrics.

WATER

Table listing water companies with columns for Name, Price, % Chg, Div, and other financial metrics.

SUPPORT SERVICES

Table listing support services companies with columns for Name, Price, % Chg, Div, and other financial metrics.

OIL, INTEGRATED

Table listing integrated oil companies with columns for Name, Price, % Chg, Div, and other financial metrics.

OTHER FINANCIAL

Table listing other financial companies with columns for Name, Price, % Chg, Div, and other financial metrics.

PROPERTY

Table listing property companies with columns for Name, Price, % Chg, Div, and other financial metrics.

RETAILERS, GENERAL - Cont.

Table listing general retailers with columns for Name, Price, % Chg, Div, and other financial metrics.

GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service delivered by FT Data, a member of the Financial Times Group. Company classifications are based on those used by the FT-SE Actuaries Share Index.

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OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing Bermuda (SIB RECOGNISED) funds with columns for Fund Name, ISIN, and Price.

BERMUDA (REGULATED)\*\*

Table listing Bermuda (REGULATED)\*\* funds with columns for Fund Name, ISIN, and Price.

GUERNSEY (SIB RECOGNISED)

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IRELAND (SIB RECOGNISED)

Table listing Ireland (SIB RECOGNISED) funds with columns for Fund Name, ISIN, and Price.

ROYAL BANK OF CANADA US FUND MGRS LTD

Table listing Royal Bank of Canada US Fund Mgrs Ltd funds with columns for Fund Name, ISIN, and Price.

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IRELAND (REGULATED)\*\*

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GAM FUND MANAGEMENT LTD

Table listing GAM Fund Management Ltd funds with columns for Fund Name, ISIN, and Price.

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ISLE OF MAN (SIB RECOGNISED)

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ISLE OF MAN (REGULATED)\*\*

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JERSEY (SIB RECOGNISED)

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JERSEY (REGULATED)\*\*

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FLANNING GROUP

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GUERNSEY (REGULATED)\*\*

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DEUTSCHE FUND

Table listing Deutsche Fund funds with columns for Fund Name, ISIN, and Price.

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Main table containing fund names, prices, and other financial data. Includes sections for 'OFFSHORE INSURANCES' and 'MANAGED FUNDS NOTES'.

OTHER OFFSHORE FUNDS

OFFSHORE INSURANCES

MANAGED FUNDS NOTES
Prices are in US dollars unless otherwise stated.
Prices are quoted in US dollars unless otherwise stated.
Prices are quoted in US dollars unless otherwise stated.

4 pm close January 5

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, organized into columns with headers like 'High', 'Low', 'Open', 'Close', 'Change', and 'Volume'. Includes sub-sections for 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

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Continued on next page



4 pm close January 5

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks with columns for High, Low, Close, and Change. Includes sub-sections for 'Continued from previous page', '- V -', '- W -', and '- X - Y - Z -'.

NASDAQ NATIONAL MARKET

4 pm close January 5

Table of NASDAQ National Market listing various stocks with columns for High, Low, Close, and Change. Includes sub-sections for '- K -', '- L -', '- M -', '- N -', '- O -', '- P - Q -', '- R -', '- S -', '- T -', '- U -', '- V -', '- W -', '- X - Y - Z -'.

AMEX COMPOSITE PRICES

4 pm close January 5

Table of AMEX Composite Prices listing various stocks with columns for High, Low, Close, and Change.

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Continuation of NASDAQ National Market table from the previous page, listing various stocks with columns for High, Low, Close, and Change.

FT GUIDE TO THE WEEK

MONDAY 8

British poll on EU

The European Movement publishes an opinion poll on UK sentiment towards the European Union and European monetary union. The poll tests understanding of the single currency debate and attitudes towards the different routes the UK might take. It is expected to show people remain sceptical about full membership.

CSU holds congress

The Christian Social Union, based in Bavaria and the conservative sister party of Chancellor Helmut Kohl's Christian Democratic Union, starts its New Year congress. High on the agenda will be European monetary union as well as calls to reduce German taxation and cut back state spending. The CSU will also warn it will not support a grand coalition embracing Bavaria's governing party, the CDU, and the opposition Social Democrats. Mr Kohl cannot afford to isolate the CSU given his slim majority in the Bundestag and the weakness of the Free Democrats, his coalition partners.

Chretien leads trade tour

Canada's prime minister, Jean Chretien, senior trade officials and 250 businessmen embark on an 11-day tour to India, Pakistan, Indonesia and Malaysia. Mr Chretien's "team Canada" trade mission, the third in just over a year, follows lucrative visits to Latin America and China.

Looks a lot like Che Guevara

The hunt for the remains of Che Guevara, the revolutionary who fought alongside Fidel Castro in Cuba before being shot dead by the CIA and Bolivian army, resumes in southern Bolivia. The search for the 1960s icon, after whom a beer has been named in Britain, started after two retired generals said he was buried near the village of Vallegrande. The discovery of unidentified human bones and a skull has excited the local tourist industry, with the mayor planning to rebury Guevara in a potentially money-spinning mausoleum.

FT Survey

The Revitalisation of South London.

Holidays

Colombia, Moldova, Puerto Rico, Russia, Ukraine.

TUESDAY 9

UK parliament back

MPs return after their Christmas recess for a Commons session likely to be dominated by speculation about an early general election and the erosion of the



Ryutaro Hashimoto, leader of the Liberal Democratic party, hopes to win enough support to take over from Tomiichi Murayama as Japan's prime minister

shrinking majority of John Major, the prime minister. Among the pitfalls awaiting the government will be rail privatisation and the publication, probably in February, of the much-delayed final report of the Scott inquiry into arms sales to Iraq in the 1980s.

the National Alliance, which wants a snap general election.

Granada deadline for Forte

Today is Granada's deadline for raising its £3.2bn hostile offer for Forte, Britain's largest hotels company. The bid was launched in November and if successful would be one of the country's biggest deals this decade. The television and leisure company is offering four new shares plus £3.25 in cash for every 15 Forte shares, worth 22p a share at the weekend's close. There is a fully underwritten cash alternative of £21.67p.

Forte has mounted a robust defence including proposals to sell off its stake in the Savoy group of hotels. It also intends to buy back up to £200m of its shares and increase the dividend for four consecutive years if the bid fails.

Clarke visits Brazil

Kenneth Clarke, the UK's chancellor of the exchequer, visits Brazil for the first time to find out more about its privatisation programme. Mr Clarke will meet the president, Fernando Henrique Cardoso and the finance minister, Pedro Malan. He will travel with bankers and representatives from the UK's privatised utilities and visit Brasilia, Sao Paulo and Rio de Janeiro. Although Brazil's privatisation programme has started slowly, it is potentially one of the largest in the developing world. The government hopes soon to sell some mining, electricity and telecommunications holdings.

Sailing

Star class world championships, Rio de Janeiro, Brazil (to Jan 21).

Holidays

Panama.

WEDNESDAY 10

Christopher in Israel

Warren Christopher, US secretary of state, arrives in Israel on his sixteenth Middle East shuttle to push ahead talks between Israel and Syria. Mr Christopher's visit comes amid intense Israeli-Syrian negotiations after two rounds of talks in Washington. Mr Christopher will try to bridge both sides towards a peace agreement focused on Israeli withdrawal from the occupied Golan Heights in return for full peace. Hopes are high Mr Christopher may persuade them to upgrade their representation to foreign minister level and nail down a timetable for negotiations between working groups.

Saleroom

More than 100 works of art belonging to the late Sir John Pope-Hennessy will be sold at Christie's, New York. "The Pope", as he was nicknamed, was the commanding figure in the British cultural world of the 1960s and 1970s, when director of the Victoria and Albert Museum and then the British Museum. Most items reflect his love of the Italian Renaissance. "The Baptism of Christ" by Mola, bought for a few pounds in 1946, is an offer and expected to make about \$120,000 (£78,000).

King Hussein in Israel

King Hussein of Jordan makes his first official state visit to Israel. After a ceremony in northern Israel honouring Israeli and Jordanian peace negotiators, he will visit the Tel Aviv site where Yitzhak Rabin, the former prime minister, was assassinated. The King's visit marks a further step in the consolidation of relations between Israel and Jordan. It clears the way for the conclusion of the bilateral agreements needed to normalise economic, transport and cultural relations.

UN General Assembly jubilee

After a year in which the United Nations' golden jubilee celebration helped to promote New York as the self-proclaimed "capital of the world", London hosts a more modest event marking the 50th anniversary of the first session of the UN General Assembly. Attended by representatives of the 51 member states that formed the UN - today there are 185 - the inauguration was in Westminster Central Hall, the national headquarters of the Methodist church, which was displaced in order for the UN to be near parliament. Boutros Boutros-Ghali, the UN's sixth secretary general, will attend the commemoration at the same hall.

THURSDAY 11

Voting for Japan's new PM

A special session of the Japanese parliament will choose a new prime minister to succeed Tomiichi Murayama. The favourite is Ryutaro Hashimoto, the leader of the Liberal Democratic party, the largest member of the current coalition. Mr Hashimoto's chance of success has been enhanced after yesterday's agreement by the leaders of Japan's three ruling coalition parties to endorse him. The coalition accord, which was made possible by a series of compromises by the LDP, also includes the new government's policy manifesto.

Bouchard to lead Quebec

Riding a wave of popularity in Quebec after Canada's independence referendum, Lucien Bouchard is expected to be the only contestant for the leadership of the Parti Québécois, Quebec's ruling party, for which applications close today. Mr Bouchard, 57, turned around the separatist campaign in the referendum from disaster into a very near win. Just before Christmas he resigned from federal politics to return to Quebec, where a March by-election should give him a seat in the Quebec National Assembly and enable him to be sworn in as premier of Canada's only French-speaking province.

Holidays

Aruba, Brazil, Morocco, Nepal.

FRIDAY 12

Age of Aquarius

The Age of Aquarius, long awaited by astrologers and celebrated in the rock

musical *Hair*, is ushered in when the planet Uranus enters its sign of Aquarius. Astrologers promise major developments.

Mastering Management

The FT's 20-part series continues in the UK edition with part 10. Non-UK readers can take out a subscription. Contact: PO Box 384, Sutton, Surrey, SM1 4XB, UK. Tel: +44 181 770 9772. Fax: +44 181 643 7830.

Holidays

Myanmar, Tanzania, Turkmenistan.

SATURDAY 13

Pope delivers annual address

Pope John Paul receives ambassadors accredited to the Vatican and delivers his yearly "state of the world" address.

Horse racing

Ladbroke Handicap Hurdle, Leopardstown, Ireland. Victor Chandler Handicap Chase, Ascot, England.

Rugby league

Regal Trophy final, Huddersfield, England.

Holidays

Monaco.

SUNDAY 14

Sampaio enters election

Jorge Sampaio, a former Socialist party leader and mayor of Lisbon, enters Portugal's presidential election with a big lead in the polls over his main adversary, Anibal Cavaco Silva. Mr Sampaio's popularity is believed to reflect a desire to give social and cultural issues more prominence after a era in which the governments of Mr Cavaco Silva, the former prime minister, focused on infrastructure, privatisation and the economy. Mr Cavaco Silva's decade as prime minister ended in October when the Socialists defeated his centre-right Social Democrats in a general election.

Weizmann in Germany

Ezer Weizmann, the president of Israel, begins his first state visit to Germany (to Jan 16). He will meet Roman Herzog, the president - who travelled to Israel in December 1994 - attend ceremonies at a former concentration camp in Brandenburg, hold a public debate in Berlin and visit Saxony and Lower Saxony.

Cycling

British cyclocross championships, Sutton Park, near Birmingham.

Compiled by Simon Strong. Fax: (+44) (0)171 873 3194.

Other economic news

Tuesday: In the aftermath of the Christmas and New Year holidays, and the US government shut down, there will be only a limited supply of economic data to watch this week. In Germany, December's unemployment figures are expected to show a continued rise in both west and east German unemployment.

in Spain, October's industrial production is expected to show some fairly healthy year-on-year growth, although economists predict that the increase could be anything from 1.5 per cent to 6.4 per cent.

Wednesday: Data on the UK's visible trade balance is expected to show a further widening of the deficit in October.

Thursday: Inflation data in France is expected to show a small month on month fall in December, leaving the yearly inflation rate unchanged.

In Germany the publication of eagerly awaited GDP data is likely to show that the pan-German economy expanded by about 2 per cent last year, although analysts expect that the fourth quarter was extremely weak.

UK manufacturing is likely to have shown minimal year on year growth in November.

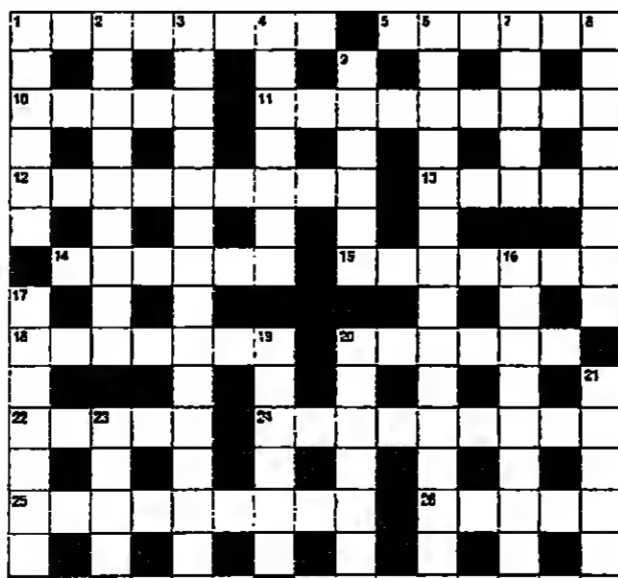
Statistics to be released this week					Statistics to be released this week				
Day Released	Country	Economic Statistic	Median Forecast	Previous Actual	Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	US	Nov consumer credit	\$5bn	\$10.5bn	Fri	US	Dec retail sales (postponed)	0.4%	0.6%
Jan 8	UK	Nov final money data	-	N/A	Jan 12	US	Dec retail sales ex-automos	0.2%	0.9%
	UK	Nov consumer credit	£750m	£872m		US	Dec core price index (postponed)	0.3%	unch.
	Canada	Nov building permits	2.0%	3.5%		US	Dec CPI ex-food & energy	0.2%	0.1%
Tues	US	Nov wholesale trade	-	-0.4%	US	Dec Atlanta Fed index	-	-13.1	
Jan 9	Germany	Dec unemployment, West	7,000	23,000	US	Dec real earnings	-	-0.4%	
	Germany	Sep employment, West	-12,000	-10,000	US	Dec bank credit	-	1.6%	
	Germany	Dec vacancies, West	-	1,000	US	Dec C&I loans	-	8.8%	
	Germany	Dec short-term, West	-	28,000	Japan	Dec Bank of Japan data	-	N/A	
	Spain	Oct industrial production**	2.4%	0.7%	Spain	Dec consumer price index*	0.3%	0.3%	
	Canada	Dec housing starts (units)	106,000	104,000	Spain	Dec consumer price index**	4.3%	4.4%	
Wed	UK	Oct global visible trade	-£1.4bn	-£972m	Canada	Nov motor vehicle sales*	-1.3%	-7.4%	
Jan 10	Norway	Dec consumer price index*	-0.2%	-0.1%					
	Norway	Dec consumer price index**	2.1%	2.1%	Japan	Dec trade balance (1st 20 days)	-	\$4.5bn	
Thur	US	Dec producer price ind (postponed)	0.5%	0.6%	Germany	Nov capital a/c	-	DM7.2bn	
Jan 11	US	Dec PPI ex-food & energy	0.2%	0.4	Germany	Nov orders, West	1.0%	-4.5%	
	Germany	1995 gross domestic prod, West*	1.6%	2.3%	Germany	Dec final cost of living, West*	-	0.0%	
	Germany	1995 GDP, pan-Germany**	2.0%	2.8% Rev	Germany	Dec final cost of living, West**	-	1.5%	
	France	Dec consumer price index prelim*	-0.1%	0.1%	Germany	Dec final cost of living, pan-Germany*	-	0.0%	
	France	Dec consumer price index prelim**	1.5%	1.5%	Germany	Dec final cost of living, pan-Germany**	-	1.7%	
	UK	Nov manufacturing output*	0.1%	0.2%	Germany	Nov retail sales, real**	-2.0%	-6.0%	
	UK	Nov manufacturing output**	0.4%	0.9%	Germany	Nov retail sales?†	-	-4.0%	
	UK	Nov industrial production*	0.5%	-0.9%	Spain	Dec M4 ann*	-	4.2%	
	UK	Nov industrial production**	1.5%	0.5%	Spain	Nov trade balance	-	-Pt\$272bn	
	Canada	Dec raw materials price index (adv)*	0.9%	1.8%					

ACROSS

- Quality of uncoated hospitality (8)
- A minor tax (6)
- Cultivate sex appeal and a figure (5)
- Quite composed and skilled, to be fair (9)
- A nuclear physicist who does dissecting\* (9)
- Part of a flag, one shot to pieces (6)
- Reformed ladies show the highest standards (9)
- Old flame-coloured match-head in dug out (7)
- A deerstalker's comedown (7)
- Still used as a name for a U.S. lake (6)
- Place to rest up for Joey on the way (5)
- He doesn't complain if he gets a beating (4,5)
- Somewhat eccentric rest home? (3,6)
- Relation working in EEC (5)
- Presumably he had a good reason for being late (8)
- Drink I put down before going out (8)

DOWN

- French preposition in oral test (6)
- A Briton around Greenland (9)
- Gamble on race - a chance to win lots of money (8,7)
- Kind of gamble is without point (7)
- Strike teacher, get punishment and feature in the papers (3,3,9)
- Teacher taking part in Arab bicentenary celebration (6)
- There's a regular stream at day's end (8)
- A loose nickname for the BBC (6)
- The means I contrived to control the sail (9)
- Textile manufacturer's bequest to his son? (8)
- Litter container (5)
- Though versatile, takes only one part (7)
- Are such blocks used for building wind breaks? (5)
- Bid for a chest without a top (5)



MONDAY PRIZE CROSSWORD

No.8,961 Set by DANTE

A prize of a Pelican New Classic 380 fountain pen for the first correct solution opened and five runner-up prizes of £35 Peblan vouchers will be awarded. Solutions by Thursday January 18, marked Monday Crossword 8,961 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 9HL. Solution on Monday January 22. Please allow 28 days for delivery of prizes.

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سكنا من الاصل

THIS WEEK

FT GUIDE TO PRIVATISATION

**Who invented privatisation?**  
The British take credit for this widely admired policy innovation, introduced by the Thatcher government in 1979, although the International Monetary Fund arguably has a prior claim since it imposed the British Petroleum share sale on a Labour government in 1977. Many Tory politicians have claimed credit. Former chancellor Lord Lawson says that the paucity of references to privatisation in the 1979 election manifesto reflected Lady Thatcher's lack of enthusiasm.

**What were the practical consequences of the policy?**  
Proceeds to the UK Treasury will amount to £53bn (\$97.02bn) by the end of the 1995-96 fiscal year, and £7bn is expected during the following three years. By now 48 businesses and 850,000 jobs have been transferred to the private sector.

**Has privatisation helped the economy?**  
The change in ownership has been less important than introducing competition, which has often accompanied privatisation. Disposals have increased public finances, while reducing political pressure on industries, so enhancing their profitability. For utilities such as water and

companies operating in competitive product markets, like British Airways and British Steel, it has liberated investment plans from the constraints of public spending, where capital spending is notoriously vulnerable to cuts.

**Are consumers better off?**  
Yes, where there has been more competition. British Telecom will now install new residential telephone lines within 48 hours - a huge improvement. Where introduction of competition has been slower, as at British Gas, consumers are unhappy. In the water industry, where there is no competition, the customers are up in arms after price rises, much leakage, and shortages during a severe summer drought. Water bills have been raised 5 per cent a year in real terms since 1989 to finance a big investment programme.

**Is the regulation of privatised utilities effective?**  
Individual industry regulators are independent of government and industry. They set price caps in relation to the retail price index, which are reviewed at regular intervals. That has brought down prices in all industries, in real terms, apart from water. Efficiency gains have

also exceeded expectations. But critics argue that a disproportionate amount of the unanticipated gains has gone to shareholders; more and earlier competition would have been better for the consumers. Britain's Labour party is proposing to give consumers a share of any unanticipated profits above a "normal" level.

**How have shareholders done?**  
Spectacularly well in electricity, where the regional electricity companies (Recs) proved capable of generating cash on a scale that neither the regulator nor the market had expected. The gains were blown when Recs forecast vast profit increases in response to predatory takeover bids. Performance has not been very different from the market average in telecommunications and gas, better in water.

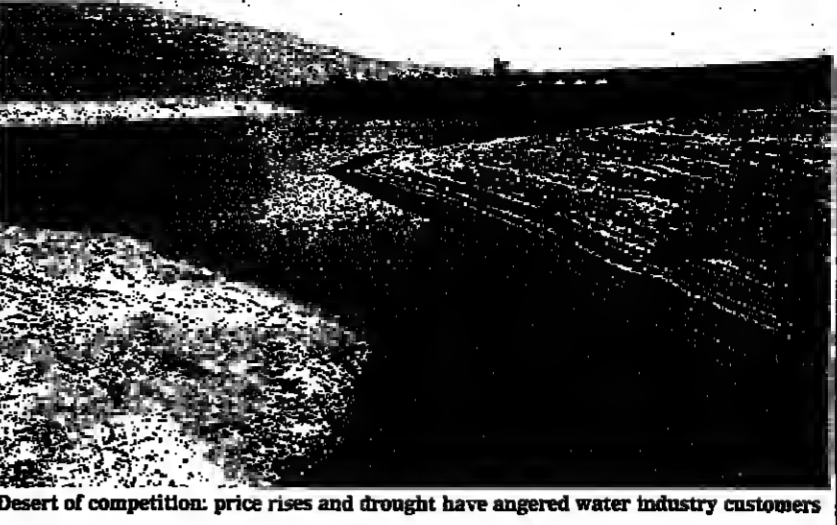
**Has privatisation helped wider share ownership?**  
The number of shareholders has risen from 3m in 1979 to 10m last year. Yet about half own only one share and most of the rest hold so few shares that their portfolios are inadequately diversified. The paradox of privatisation is that collective ownership increased throughout the Thatcher period, largely because of tax

incentives for occupational pensions.

**Who are the biggest winners?**  
Directors, many of whom have enjoyed huge pay increases and options amounting to a risk-free point on shares that were often sold off cheaply by the government.

**Who are the biggest losers?**  
Efficiency gains have been won largely at the expense of employees, who have been sacked in their thousands.

**What are the politics of privatisation?**  
Tricky. Consumers wield more votes than directors or shareholders. When service is improving, there is a political harvest to reap. But when shareholders are perceived to be winning at the expense of consumers, as in water, or where directors are getting fat when employees are being sacked and consumers are unhappy, as in gas, a political backlash builds. The lack of a clear link between the welfare of customers and the returns to investors and directors is, in Professor John Kay's view, potentially lethal for the present regulatory system. As privatisation becomes more contentious as disposable assets run down, as the easiest are sold first. Even Mrs Thatcher thought British



Desert of competition: price rises and drought have angered water industry customers

Rail privatisation too far, so the sale in May of Britain's Railtrack could rebound on the government if it coincides with consumer misery.

Which countries stand to benefit most?  
Privatisation will help many developed countries improve their public finances. But developing countries, and countries in the former communist bloc, are the biggest potential beneficiaries because of the underdeveloped state of their private

sectors. As well as enjoying the proceeds from the disposal of assets, finance ministries in such countries usually pay out substantially less in future subsidies as a result of privatisation. And the market mechanism is a more efficient method of allocating resources than the bureaucracy. Wherever the state is bloated and policy bad, privatisation offers disproportionate economic benefits.

**John Plender**

Borderlands struggle to find their role

The ultimate political and economic shape of 21st century Europe will be determined by the fate of Belarus and Ukraine, the two former Soviet territories occupying the "borderlands" of a continent whose eastern frontier is still to be politically defined.

Minsk, the capital of Belarus, has theoretically been the "Brussels of the east" since the Commonwealth of Independent States was hastily set up there in December 1991 to ensure some form of institutional co-operation between the successor states of the former Soviet Union. Until now, however, the CIS has proved a hollow vessel.

This is due partly to the unexpectedly strong determination of Ukraine's post-independence leaders to build their own national institutions, and partly to the unresolved struggle in Moscow between the "modernisers" striving to make Russia a modern nation-state and the pan-Slavists - in neo-communist or neo-nationalist guise - who believe that Russia's destiny lies in the re-constitution of a modified post-Soviet Union.

In contrast with Ukraine, Alexander Lukashenko, the maverick president of Belarus, has repeatedly tried to forge closer economic and other links with Moscow, though with limited success.

Although Belarus has only 10m inhabitants, it is almost as big as

**DATELINE**

Ukraine and Belarus are challenging the Russian tradition of keeping dependent vassals on its western border  
**Anthony Robinson**

and Russia, the dynamic growth of private enterprise and rising wealth in central Europe, especially in Poland, is changing the environment in which they operate.

For the first time in living memory, the borderland states of Europe are no longer hemmed in by impoverished and/or oppressive states, but enjoy relatively open borders and freedom to move and trade.

Every day, thousands of citizens from Belarus, Ukraine, Latvia and Lithuania pour across the Polish border to trade and re-sell cheap but reasonable quality consumer goods at a profit back home.

To stock up, many travel as far as the fast-growing textile markets around the central Polish city of Lodz, fuelling a boom in the once depressed Polish city and injecting an estimated \$50m-\$70m a year into the Polish economy. Profits made through this private trade are also helping the new business people of the borderlands to build up the capital and skills needed to restructure their own economies.

Belarus and Ukraine, with their high proportion of heavy industries, inherited a particularly bleak economic legacy. For Belarus, which was the forward staging area for Warsaw Pact forces, the legacy was made even worse by the Chernobyl nuclear accident.

Fall-out from the Ukrainian plant contaminated nearly a third of its territory, cutting farm output and diverting scarce resources from the daunting task of revamping oversized arms, ball-bearing, tractor, truck and electronics factories.

"The problem is that nobody has worked out a way to privatise these giant plants anywhere in the former Soviet bloc," says Syanko.

Both countries hoped that dismantling the vast nuclear arsenals once stored on their territories, and opting for non-nuclear status, would have enticed them to far more western aid and assistance than has materialised. Ukraine, for example is still pressing for funds needed to close Chernobyl and replace nuclear power with gas-fuelled plants.

But Sergei Osyka, the Ukrainian minister for foreign economic affairs, holds out the prospect of a profound change in Ukraine's economic prospects as western oil and gas companies step up their exploration and production activities.

"In the 1980s, the Soviet regime decided to neglect Ukraine's proven but relatively deep oil and gas reserves and concentrate on developing the distant but shallower reserves of Siberia," he recalls.

"Today, Russian and western oil and gas companies are concentrating their attention on central Asia. But these resources are also distant, difficult to develop and expensive to transport. Some of the more innovative western companies are turning to Ukraine, which is much closer to western Europe and has 52m domestic consumers."

Under the umbrella of the Central European Free Trade Association, former members of the defunct Comecon trading area are busy rebuilding intra-regional trade on a new private enterprise basis.

As this intra-regional trade expands again, western business is also starting to look beyond the fast-track reformers of central Europe to the borderlands beyond.

One question is whether Moscow can be persuaded that Russia's best interests are served by the maintenance of prosperous independent states on its western borders - or by dependent vassals, as so often in the past. Another question is: do Europe's politicians care?



Poland. It is littered with over-sized Soviet era factories and Warsaw Pact military installations, and is seen by Russian post-market reformers as a liability whose economic demands threaten Russia's own stretched economy.

"The prime minister went to Moscow in 1994 to sign a currency agreement which would have led to economic re-unification with Russia. But nothing came of it," recalls Vladimir Syanko, the Belarus foreign minister. Minsk then made a fresh attempt to re-build links with Russian factories through a customs union.

"The main benefit would have been supplies of raw materials, including oil and gas, at domestic Russian prices. But Russia has not fully implemented that part of the agreement," Syanko added on a visit to London for talks with Malcolm Rifkind, the UK foreign secretary.

Meanwhile, efforts to develop relations with western Europe have been frustrated by the autocratic and unpredictable ways of President Lukashenko, a former collective farm manager. However, discontent with Lukashenko's strong-arm tactics against opposition forces, the media and private entrepreneurs was reflected in an unexpectedly high turnout in two rounds of voting which created a working quorum for a new parliament.

The voting also secured the election of three of the country's most prominent post-independence personalities, including Stanislav Shushkevich, the former speaker, and Staislav Bagdakevich, the reformist former chairman of the central bank.

"It's very good to have such people in parliament. We're now going in the right direction," said Syanko, whose visit to London was part of an effort to widen political and economic links with EU states as well as Poland, the Baltic states and Ukraine. This is starting to pay off. Trade with the UK, for example, doubled last year to around \$40m.

Meanwhile, for Belarus and Ukraine, as well as the Baltic states

PEOPLE  
**Renschler cuts loose**

Wolfgang Münchau profiles a rule-breaker at Mercedes

**A**t 37, Andreas Renschler is one of the youngest top managers in German industry. Yet as president of Mercedes-Benz US, he oversees a budget of some DM1bn (\$0.60bn), the cost of starting up Mercedes' first car plant outside Germany, which is to produce a new range of four-wheel-drive cars from 1997.

In a corporate culture where 55-year-olds are considered young, Renschler's rise is no mean accomplishment. He puts it down, modestly, to a generous dose of luck, plus the support of others, including Helmut Werner, Mercedes' chairman, and Jürgen Hubbert, the firm's head of cars.

Renschler's management style symbolises the change in culture at Mercedes-Benz, from a top-down hierarchy towards a horizontal organisational structure, from aloof uniformity to shirt-sleeved informality. Yet Renschler grew out of the old Mercedes-Benz culture, which has not only tolerated a degree of non-conformist behaviour on his part but also - in some ways - encouraged it.



Renschler: setting up US plant

Renschler joined Daimler-Benz in 1988 after university, and had a spell as assistant to Werner Niefer, the former chairman. He was in charge of two projects in Latin America, but failed to land his "dream job" in Argentina.

Instead, he was put in charge of a small team examining prospects for 4W-drive vehicles, which concluded that Mercedes-Benz could build one that would be sufficiently different from rivals' models to succeed in a highly competitive sector. They also recommended building them in the US, the biggest 4W-drive market.

Renschler's project started just as the long boom in Germany's car industry was coming to an end; Mercedes-Benz accepted the need to embrace change. In Tuscaloosa, Alabama, chosen as the site for the new plant, Renschler is now completing the project whose feasibility he once studied. Every other week he commutes between Tuscaloosa and the outskirts of Stuttgart, Mercedes-Benz's headquarters.

"We would not have made it had there not been a general sense of change [at Mercedes]," says Renschler. "If this had happened in normal times, we would have hit trouble. But at that time there were the first dark clouds on the horizon."

There was pressure: "not just pressure on cost savings but also cultural change. Without this new mentality we would not have managed. We were lucky."

The project is being tightly run, and the new model is still veiled in secrecy. "We stipulated that it had to be a separate team, 12 or 13 people, with a separate budget, free from line management obligations, in separate offices, answering to a single member of the board," says Renschler.

A few miles from Mercedes' sprawling headquarters office blocks, Renschler runs a small, high-security plant developing the model. Every day, for about three to four hours, Stuttgart and Tuscaloosa communicate via video

screens. Some managers commute every week.

The Tuscaloosa plant is a rapidly advancing building site, managed by Renschler and his even younger team, who camp out in makeshift huts. Once it is completed, Renschler says with pride, there will be no reserved car parking for executives. Even the chairman will work next to everybody else in the same open plan office.

In almost every respect the setup at Tuscaloosa will be the opposite of the traditional German office, with its long corridors, narrow plates and front rooms. Renschler dislikes structures that divide and separate.

"The more barriers you erect, the less they tell you," he says. "Communication is the most important thing, no matter which company you are in. In the old days [at Mercedes-Benz] we had a canteen for workers and clerks, then we had a 'silver spoon' [canteen] on a certain level upwards, and then we had a 'golden spoon.'"

Renschler's rise was not completely smooth. A friend remembers that "there were some critical situations because he did not get on with Professor Niefer as well as he could have. It was not that he did not like the guy. On the contrary. But it was felt that Renschler was always at a new party when Niefer wanted him at an old party. Starting something from scratch was what he really wanted to do."

Getting control of the 4W-drive project was Renschler's big break, giving free rein to his creativity. But in his view, the rules within German companies are strict only for those - the vast majority - who follow the standard game plan.

Renschler says that although Mercedes-Benz is a company with traditional bureaucratic systems, its culture nevertheless permits a few people to take risks and to break out of the system. For people such as him, he says, there are no rules.



**Wallenberg's very modern executive on Gambro's trail**

Mikael Liljus, chief executive of the Wallenberg industrial group Incentive, skipped his family's New Year skiing holiday to stitch together last week's SKRifolm bid to swallow the medical technology company Gambro, writes Hugh Carnegie in Stockholm.

But such are the demands on the modern executive that when he finally did get away, baby-sitting duties still kept him off the slopes. The affable Liljus was cheerful none the less. "These are very exciting times," he declared.

An ethnic Swede from Finland, 47 this year, Liljus is one of the "young Turks" of the Wallenberg sphere, leading the quest to add modern, high-growth investments to an empire traditionally dominated by cynical stalwarts like engineering and forestry.

He was brought into Incentive in 1991 to refocus the operation in growth sectors. It was then a low-earning ragbag of second-line Wallenberg assets - a poor relation to the blue-chip vehicle, Investor.

Even when Gambro had been identified as a target, there was a problem. "At the end of the rope that led to Gambro was Volvo, which was then its ultimate owner. Only after the collapse of the Volvo-Renault merger, when it became clear Volvo was going to sell non-core assets, did things start to happen," Liljus recalls.

In mid-1994, Incentive gained a majority voting share in Gambro - the world leader in renal care. Now it is seeking to complete a full takeover. Further divestment of other industrial interests in areas such as cargo handling, military vehicles and power, will follow.

Liljus hopes the 30 per cent "conglomerate discount" Incentive shares have habitually suffered will soon be a thing of the past.

**Thai shenanigans**

Thailand's financial officials have traditionally been a low key bunch, writes William Barnes in Bangkok. Their job is to keep the economy growing at a fast lick and avoid parliamentary shenanigans.

However, over the last fortnight they have been involved in an unseemly bust-up. Ekamol Kirirwat lost his job as head of Thailand's Securities and Exchange Commission and deputy governor of the central bank, and Surakiat Sathirathai, the finance minister who sacked him, has been demoted.

Ekamol, widely admired for bringing some unaccustomed discipline to Bangkok's runabust stock market, probably paid the price for speaking his mind. He had been instrumental in charging one of Surakiat's former legal clients with stock manipulation, and had been critical of his decision to bail out small investors in November after a bankrupt investor shot himself.

Though Surakiat's demotion is less of a loss - at 37, he has little financial experience - there has been speculation that he has been used as a scapegoat and that Ekamol's downfall was in fact engineered by central bank governor Vichit Supinit.

They have long been rivals and temperamental opposites. When the bait was under threat during the Mexican currency crisis, the finance minister at the time, Tarrin Nimmanaheminda, asked both men for their advice. Vichit wanted to introduce exchange controls. Ekamol counselled the opposite. Tarrin took Ekamol's advice and the bait survived.

TELEVISION

The year is young but already we spot two front-running trends. Neck and neck as we speak are Jane Austen adaptations and Las Vegas sex sagas. Austen offers *Persuasion* this week, soon to be followed by *Sense and Sensibility*. From Vegas comes *Showgirls*, the tale of a girl seeking fame as a "lap dancer" (for further details see film), with Scorsese's *Casino* and the powerful *Leaving Las Vegas* due soon.

The only lap-dancing in *Persuasion* is performed by small dogs striving to catch an earful of Miss Austen's matchless dialogue.

This untidy but quietly sparkling BBC-produced film won rare reviews in America, which prompts us to ask: Why did they get it first?

They also got *Showgirls* first but were welcome to it. Awash with nudity, this sex-and-sleaze exposé shook all moving body parts at its US audiences, who responded by moving out of cinemas. The high-profile box office fiasco was created by Joe Eszterhas and Paul Verhoeven, writer and



Denzel Washington finds trouble in the shape of a Devil in a Blue Dress

director of *Basic Instinct*, who made two basic mistakes. With nudity you need eroticism, with violence tension and/or human interest.

*The War*, a sentimental family fable starring James Costner, also slumped in America. But *The Devil In A Blue Dress* won encores for its '40s-set thriller involving murder, blackmail and Denzel Washington. Director Carl Franklin (*One False Move*, 1993) is a name to watch.

**Nigel Andrews**

MUSIC

The Bang on a Can All-Stars is a collective of New York-based young composers and players who consider themselves to be "too funky for the academy and too structured for the club scene".

Their solution - a bewitching fusion of European classicism and American minimalism shot through with rock and jazz edginess - make a truly jolting start to the New Year's albums.

Industry (Sony Classical) is dominated by the Dutch composer Louis Andriessen, but also includes fine pieces by Julia Wolfe, David Lang and Michael Gordon. The sound throughout features startling combinations of percussion, saxophone, guitar and keyboards, occasionally locked together in tant rhythmic union (Lang's mischievously titled "Anvil Chorus"), but also allowed to roam into improvisation (the Mahavishnu intensity of the climax to Wolfe's "Lick"). It is all reminiscent of some of the late Frank Zappa's best work, and, refreshingly, dares to make demands on the listener.

Charlie Dore was identified, along with Kate Bush and Judie Tzuke, as one of the brightest female singer-songwriters for the 1980s. It did not happen, however, and Dore went into a long sabbatical from performing, preferring to concentrate on writing. *Things Change* (Grapevine) is her first album for 13 years, but perhaps she needs a couple more to catch up with the times. The songs are well-crafted, polished and intelligent, striving for timelessness but sounding just that little bit dated.

*Wild One - The Very Best of Thin Lizzy* (Vertigo) is a pretty comprehensive account of a band which managed, with rare accomplishment, to unite headbangers and boppers at a time in rock history when you were one or the other. *A River of Sound* (Hummingbird) is a sweet, melodic collection of Irish traditional music from the recent television series of the same name.

**Peter Aspin**

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FINANCIAL TIMES  
Information

## MANAGEMENT

The pace of expansion in the headhunting industry is being matched by its rapid change of image, writes Richard Donkin

# Professionals lured by respectability

Standing in the shadows behind almost every big boardroom defection is the anonymous figure of the headhunter, proficient in the techniques of corporate seduction but still little known outside the highest echelons of business.

For many people the work of headhunters - or executive search consultants to give them their Sunday name - is a mystery. But among decision makers they have become as much a part of corporate life as the accountant and the lawyer - with salaries to match.

Headhunting has become a swiftly expanding industry rivaling other areas of management consulting in its pace of growth. A recent report by the Economist Intelligence Unit valued worldwide search revenues this year at between \$3.5bn (£2.3bn) and \$4bn.

European revenues account for about a quarter of this. In 1994 the top 20 firms shared a net revenue in Europe of \$530m with annual increases of between 20 and 40 per cent in both 1993 and 1994. Growth in 1995 shows no signs of easing off.

The EIU report puts a positive gloss on the search business, portraying headhunters as highly skilled industry experts often with as much knowledge and status as those they were placing on the boards of companies. It was well received in an industry which complains that it is too often portrayed as a talent snatcher, luring satisfied executives out of their existing jobs.

The image has by no means disappeared and even some headhunters recoil from the suggestion that they are as able as the people they recruit. One industry veteran said: "It is very easy in headhunting to get delusions of grandeur because we find ourselves moving among industry and commerce. To put it quite crudely we are prostitutes. We are not even mistresses."

Comparing the oldest profession to one of the youngest may not be entirely appropriate but both of them have struggled to be accepted in polite society. Headhunting is not the sort of job that attracts knighthoods but it does register a high cufflink count - they dress the part - and in the past few years it has been attracting increasingly talented individuals.

Most headhunters take specialists straight from senior jobs in industry or they headhunt from each other. Egon Zehnder International, which has the biggest revenues in Europe, is somewhat unusual in that it never recruits other headhunters but takes raw talent with an MBA or other business qualification and often with a consultancy background. Many of its partners are ex-Harvard Business School or ex-McKinsey consultants.

The firm has pioneered the concept of the headhunter as consultant. It brings in high-calibre people from outside the industry who know from the outset that the time to partnership will be six years. John Grumbar, managing partner of Egon Zehnder's London office, says: "We shy away from this word headhunter. We are trying to make it a profession where people are buying the service," he says.



The market is also attracting niche players who concentrate on a single industry sector or geographical area. Eric Salmon & Partners, for example, though not among the largest of firms, has in the words of one of its competitors "sewn up the Paris-Milan axis".

To cover this demand for specific expertise the biggest firms now have industry specialists within their ranks who tend to know not just the people in their sectors but the businesses too.

Matthew Wright, who covers the financial services sector for Russell Reynolds Associates, says: "You cannot work in this sector without understanding the mechanisms of the business."

Unusually Wright joined Russell Reynolds straight from studying law nine years ago. "There is a generation coming through now that sees headhunting as a career," he says. Each firm has its own characteristics. Many have their star players like Korn Ferry's Winkle Priem who dominated the US east coast financial sector during the 1980s.

The big name headhunters can often point to successful placements which help to promote their reputations. Sir Colin Marshall's success at British Airways remains a power-

ful advertisement for the skills of Miles Broadbent, of Norman Broadbent International, who helped put him there.

When the placing goes wrong, however - as it has done with Michael Lawrence, who has just been dismissed as chief executive of the Stock Exchange - it can reflect on the headhunter who put him there. In this case John Viney, of Heldrick & Struggles, who carried out the headhunt, admits that Lawrence did not ultimately fit in the job but he points to the reluctance of others to accept the need for change. "I have to accept some of the blame for this. I am helping and advising the board. My job is to get the highest calibre individual for the post. There is some risk associated with it, especially if I fight for him."

He said that Lawrence had thought "long and hard" before taking the job. "He had to ask himself: 'do they want change and have they got the stomach for it?'"

In such high-profile moves the role of a headhunter can be crucial to the future performance of a company. This may prove the case in the search for James Ross's replacement as chief executive at Cable and Wireless. The sudden departures of both Ross and Lord Young,

the chairman, is perhaps an extreme example of the unexpected problems that a headhunter may be asked to solve. In this case the departures were messy and damaging, triggering a mass of criticism about the company structure, its future and accompanying takeover speculation. The headhunting assignment in such circumstances is as tough as they come, bound up, as it must be, with deciding the strategic direction of the company.

Dealing with nothing less than a crisis, in this case, demands the sort of industry expertise identified by Nancy Garrison Jenn who compiled the EIU report. She says: "They have to speak the same language as their clients."

While part of this talent involves looking the part and acting the part, it does take time for those who enter headhunting to work their way into the job.

Miles Broadbent says that in the beginning, at least, a newly recruited headhunter with no previous experience in the business generates very little for the partnership. He says: "In the first year I don't expect them to generate any assignments of their own but they do assignments under supervision. By the second year, he says, they

should be generating about half of their assignments themselves and by year three they should have become self sufficient. In year four they should be handing over surplus assignments to less experienced colleagues.

The telephone is probably the most useful weapon in the headhunter's armoury. As one of them points out: "A chief executive will take calls from three types of people: journalists, headhunters and his mistress." Broadbent nicknames the telephoning system "smile and dial". He firmly believes that approaches to potential candidates should only be carried out by headhunters themselves. "I think if you are doing a senior job, a senior person should call up a senior candidate and should know the whole story," he says.

A call from a headhunter, however irksome, tends to stimulate two powerful human characteristics - one is the ego - it is flattering - and the other is curiosity, the urge to find out more about the job.

But even curiosity disappears among the most successful executives in high-profile roles who have grown tired of headhunters' attentions. As Broadbent points out: "The guy you really want is the guy

who's perfectly happy in what he's doing."

He says that timing is an important part of the job. Broadbent watched the career of Neville Bain when he was finance director of Cadbury Schweppes for several years because he knew that Bain would probably lose out when the top job arose at Cadbury. Bain had all the qualities to be chief executive except that Dominic Cadbury was six months older than he. When Cadbury got the top job Broadbent was in a position to move in and secure Bain for the chief executive's job at Coats Vyella.

The way Broadbent often works is to turn an assignment on its head. When asked by a retail company to find a property director whose job would be developing out-of-town supermarket sites, he approached leading surveying firms and asked them who had impressed them most in recent negotiations. The client company had made up a list itself of all the retail property directors and was trying to ring them one by one. Their eventual choice was on the list but they had not got to him yet. "We got somebody in six weeks by this method. If you want to find a sales director you talk to buyers. If you want a buyer you talk to sales directors," says Broadbent.

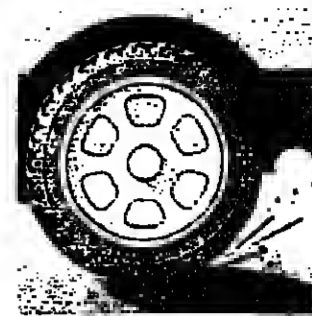
The traditional search fee is split like this: a third of the fee is paid when the search contract has been secured, a third after a shortlist has been delivered and a third upon the executive signing a contract with the new employer. Typically the whole fee is a third of the first year's gross remuneration, payable in stages over the length of the search which is often billed on the basis of a 90-day assignment.

With highly paid posts, however, where the first year's salary package might be approaching £1m, fixed fees have become more common. As headhunting has become more established, the fee structure has become most vulnerable to pressure from customers. Headhunters will often find themselves pitching for a particular assignment and price will be a factor.

The business has developed in a series of breakaways and buy-ups but the way that the bigger companies have been moving is to take on extra functions such as establishing subsidiaries involved in selection covering lower-paid executive jobs where advertising is commonly used. Some headhunters are also pursuing opportunities in the recruitment of non-executive directors to fulfil the best practice recommendations in corporate governance laid down in the Cadbury report.

Garrison Jenn believes that the demand for international searches and specialist knowledge will be big influences over the next few years. The spread to new markets in eastern Europe and south-east Asia has also defined expansion in recent years.

Another feature may be a spread into other recruitment areas. The fully integrated recruitment practice featuring search, selection, interim management and outplacement may not be too far away. In the meantime, looking at the outfall from the top jobs at the Stock Exchange, Cable and Wireless and Amstrad in recent weeks, the headhunter seems to be enjoying a rare commodity in today's marketplace - job security.



## FAST TRACK Dalim

Dance names such as Calypso, Bolero, Flamenco and Tango conjure up images of leisure and entertainment rather than hard-boiled commerce, but the German company which uses them for its products is in a highly competitive and fast-moving sector - computerised colour and graphics systems.

Founded by Frenchman, based in Frankfurt and now pushing strongly into the US and Asia, Dalim - named after Salvador Dali, the surrealist painter - certainly has global ambitions. But the young company, now growing at a rate of 50 per cent a year, has also had setbacks.

Dalim began as a provider of business graphics software. It was initially successful but hit a problem in 1990 when Tektronix of the US pulled out of the computer workstation market. Tektronix hardware had been the platform for Dalim's product.

Francis Lamy, the 37-year-old founder and president, was thus forced to change tack. The way he did so, helped by venture capitalists, laid the foundations for the growth achieved to date, with 1995 sales of DM25m (£11m) expected to rise to DM38m in 1996.

Lamy decided Dalim's systems for the pre-press industry should be software-oriented, based on the Unix operating system and the PostScript editing language. He also opted for object orientation, in which programs are written for specific functions. Dalim systems run mainly on Silicon Graphics and Sun Microsystems workstations.

Dalim's colour imaging and manipulation systems are sold worldwide. Among its foreign customers are Colourscan Overseas of Singapore, Mullis-Morgan of the UK (handling colour retouching for News International and Express Newspapers), Quebecor in Canada and North American Color of the US. In Germany, big users include Burda (for Focus magazine), the rival to Der Spiegel, and Axel Springer.

It is also branching out into packaging, textile and ceramics printing, workflow management and digital multimedia storage of picture, sound and video data for a variety of applications. Having moved beyond Europe, it is now building up its base in the US and has plans for Japan.

Some 70 per cent of the company is owned by venture capitalists - including Tempra-Management (VIM), Hansaatic and Atlas Venture (Dutch-owned) from Germany, AFM of the Netherlands and Jafco (Japan) which have invested DM30m.

Lutz Thiele, the chief executive, says Dalim has just reached break-even and plans a share listing on the US's Nasdaq stock exchange at the end of 1996 or early in 1997. Germany accounts for more than half its sales and the US for 30 per cent.

But Dalim's aim is to have roughly 40 per cent of its sales in the US, 50 per cent in Europe and 30 per cent in east Asia, he says: "Forty or 50 per cent of the world market is in the US. If you can't exist in the US, you're not a geographical niche player."

Dalim has strong competition. But its rapid growth into new sectors and markets has given it a powerful potential. "The whole [printing] industry is developing so that it will become completely digital," Thiele adds. "Our software engineers have taken a fresh approach to a traditional industry."

Andrew Fisher

# Cheated by the world's 'best' manager

Who are the best managers in the world? I have no idea but I would love to find out. Thus I fell upon last week's copy of BusinessWeek magazine, which promised to reveal the 25 top managers of the year.

Yet as I read about these "top winners in the global game" as the magazine called them, I started to feel cheated. Take the two women in the sample. Ana Patricia Botin, chief executive of Spain's Santander investment, apparently has the penetrating gaze and workaholic drive of her father, chairman of the same outfit. Botin may be good at her job, but is she really one of the 25 best managers in the world? Or is she on the list because BusinessWeek cannot bring itself to admit that there are no women in the top 25? The other woman, Patricia Stonifer, appears to have done great things running her division at Microsoft. But why has she been included when Bill Gates gets no mention?

The more you think about it, the more ridiculous the list seems. Why has Robert Ayling been named a best manager of 1995 when he only started in the big job at British Airways last week?

Indeed, what is a good manager anyway? According to the magazine, top managers have "ridden the tiger of growth to spectacular success". But surely financial performance is only part of a complex and subjective calculation.

Nevertheless, the 25 BusinessWeek managers should enjoy their stardom while they can. Our hunger for spotting winners is exceeded only by our hunger for scapegoats - as evidenced by last week's new British TV series bounding fallen executives. But I would like to know how these corporate heroes and villains are supposed to fit in with today's flat, empowered organisation. We are endlessly being told that the success of a modern company is down to all its staff.

## LUCY KELLAWAY

Last week this newspaper took the novel step of telling its British readers what to wear. In its leader column last Thursday it urged City slickers not to follow the US practice of dressing down on Fridays, but instead to be both more casual and smarter every day of the week. London bankers, the Financial Times concluded, should emulate their opposite numbers in Paris, Milan and Frankfurt.

I would like to distance myself from this view. European harmonisation may be an excellent idea when it comes to the Investment Services Directive. But when it comes to wardrobes I find myself

strongly in favour of maintaining national differences. It goes without saying that the average Milanese banker looks crisp and colour coordinated, whereas the less said about the average City banker's appearance the better. However, it does not follow that the latter should copy the former. If British men want to dress cheaply and carelessly - surely that is part of their peculiar charm.

But a stronger point against is the near impossibility of changing the British man's wardrobe. Persuading them to start wearing elegant silks and linens would be about as difficult as persuading the

British public that the lottery is not a good bet.

Finally, I am against the continental-style City slicker on the grounds that he would damage the national economy. The elegant fabrics and choice of colours that are found on the Continent do not come cheap. Neither are they the sort of thing that British companies are good at making. Just imagine what the change in style would do to our balance of payments, let alone to the profits of Marks and Spencer.

Once upon a time companies used to invite customers to complain if they felt they had received bad service. That seems to be going out of fashion judging by a notice that has just gone up at my local tube station. It makes no mention of complaint; instead it asks passengers to "comment" on the service and to "commend a member of staff". London Underground may feel this sounds more upbeat. But if I had

suffered the usual Monday morning nightmares with half the ticket machines out of order, I would not find the invitation to commend anyone amusing. And even if a member of the Underground staff had done something deserving of a heroogram, I would prefer to send one spontaneously.

Returning to the subject of what makes a good manager, one thing is clear: reading management books has nothing to do with it. I was interested to see on this page last week the book recommendations of senior management figures. The only ones who seemed to have spent any time poring over management texts in 1995 were the business school professors. For the most part executives were too busy in 1995 managing to read about management. And if they did have time to read books it was more likely to be about the real economy than organisational theory.

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FT Surveys

BUSINESS EDUCATION

If you are still wondering about new year resolutions, then try volunteer work. It could be good news for both your ego and your career

# When giving is profitable

When Mary Margaret VanDeWeghe, managing director and recruiter at US bank J.P. Morgan, looks at candidates from the world's top business schools, she does not limit consideration to academic success. She also scans applicants' backgrounds for volunteer work.

"Volunteer work shows character, important in today's business world where we are concerned about ethics," she explains. "There are other benefits, too. Once they're in the work environment, volunteer work is often a way executives make contacts and build their networks. That's the kind of person we want."

US business schools are getting the message and are putting a new emphasis on volunteer work. They are establishing formal volunteer programmes and reporting a tremendous surge in student interest.

At Columbia Business School, for instance, about one-third of students now volunteer for community work on a regular basis, compared with just 4 per cent five years ago. Nearly half of Boston College's business school students are involved in the volunteer programmes.

Wharton, at the University of Pennsylvania, has gone so far as to make community service a part of the required curriculum for its undergraduate business students, who receive grades based on

their performance. Columbia and Boston College are considering similar moves.

"The stereotype of the business school graduate has always been the me, me, me money-grubber whose only concern is for wealth," says Scott Caganello, assistant dean of student affairs at the Columbia Business School. "These sorts of programmes help to counteract that image." Business schools say they are also looking more at extra-curricular activities such as volunteer work at the admissions level, so they are dealing with a student body orientated to outside service activities.

Both the students and the business schools see value in volunteer work beyond the altruistic. One advantage is improved business school relations with the neighbourhoods in which they operate.

"We realise that we are part of a community, and the fate of Wharton is linked to the fate of west Philadelphia," says Michael London, who teaches the required volunteer course at the school.

Students may grow from the experience as well. Administrators and professors complain that their charges too often come from sheltered backgrounds that offer little contact with people of different ethnic backgrounds and economic means.

In today's corporate America, the ability to mix with workers of different backgrounds is considered central to success.

WE LIKE RECRUITS WITH A BACKGROUND IN VOLUNTARY WORK GALLAGHER, BUT I'M NOT SURE SIX MONTHS WITH A CENTRAL AMERICAN DEATH SQUAD COUNTS



BY R. B. BENE

"The chance to spend time with people outside the business school environment is important," says John Hill, who, as a student, headed up the volunteer programmes at the Amos Tuck School of Business at Dartmouth before being recruited by Boston Consulting. "We worked with prisoners, for instance. That can be an eye-opener for someone used to a more homogeneous environment."

Administrators and recruiters also say the programmes can build leadership and

teamwork skills, and can give students a chance to put into practice the tools they learn in the classroom.

Not everyone believes there will be a pay-off once recruiting time. "I think a lot of the recruiters still pay a lot more attention to grades," says Louis Corsini, dean of the Boston College business school. "But volunteer work is now a valuable part of the business school experience."

Victoria Griffith

# For a few dollars less

As a US business school graduate given the choice between a \$100,000 (£63,000) job on Wall Street or a \$300 a month posting in Poland which would you choose?

A surprising number of volunteers are taking the latter course by signing up with the MBA Enterprise Corps, a non-profit-making organisation which sends young business managers to work in eastern Europe for periods of 12 to 18 months.

The deal is a little better than \$300 a month because the graduates also receive travelling expenses plus a flat provided by the host company. That said, this is far from a conventional expatriate package.

Corporate America, therefore, might wonder why some of its brightest young business talent is willing to overlook a US salary for a while longer. The answer, according to Janet Jones-Parker, the programme's corporate relations director, has something to do with altruism and the belief that the scheme will increase career prospects.

The programme, run from the University of North Carolina, Chapel Hill, is funded mainly by the US government. At present it is only available to US citizens and Green Card holders. The programme members are typically graduates who have worked five years before doing a two-year MBA course. Some have resulting debts of

between \$50,000 and \$70,000 which they can defer until their posting is over.

The assignment starts with a three-month intensive language course before going to the host company. A country manager vets each of the postings to ensure they are offering suitable scope for management development.

More than half the young managers stay overseas when the posting has ended. "One couple I know set up a tee-shirt printing business in their kitchen. It is now one of the biggest textile printers in Poland employing 80 people in 7,000sq ft of factory space," says Jones-Parker.

Some 350 managers have been through the programme to date, many working in the expanding financial sector. George Collins, a law graduate from the University of Virginia, joined MBA Enterprise in 1992 and worked for a year as adviser to the general director of Posovni Banka, formerly the Polish postal bank. After the programme he joined the Prague office of CS First Boston. Today, at 33, he is an equity partner and managing director of Patria Asset Management, a company for Czech institutional and retail clients investing in Czech service industries.

Collins says: "Here I'm a big fish in a small pond. It just keeps getting better".

Richard Donkin

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BUSINESS TRAVEL

French fares fall
Moves to open European airline routes to more competition sparked a price war in France as two companies cut rates on the Paris-to-Nice route.

in a dress rehearsal for deregulation next year when airlines of one EU state will be able to operate domestic routes in another.

Strike fears
Deutsche BA, the German airline affiliated to British Airways, will seek further talks with public-sector union OeTV to try to head off strike action.

Airport food savaged
Food critic Egon Ronay last week savaged the airport food at Paris Charles de Gaulle airport, but said that caterers at London Heathrow were miles ahead of their continental rivals.

Heathrow still busiest
Heathrow is still the busiest international airport in the world, according to a survey. London's main airport is set to handle about 625,000 passengers on international non-stop flights departing in the week of January 15-21, according to the figures.

Table with 5 columns: City, Mon, Tue, Wed, Thur, Fri. Rows include Tokyo, Hong Kong, London, Frankfurt, New York, L. Angeles, Milan, Paris, Zurich.

Townhouse hotels with an emphasis on personal attention and a friendly ethos are flourishing, finds Amon Cohen

Good things can come in smaller packages

There is nothing more galling for frequent business travellers than being told by deskbound colleagues that jetting about is a lucky, glamorous existence.

In 1990, there were nine townhouse hotels in London. Today there are 28. They range from well-known names such as Dukes Hotel in St James's to Anoushka Hempel's Blakes and the Sloane Hotel in Chelsea, where all items in the rooms are for sale.

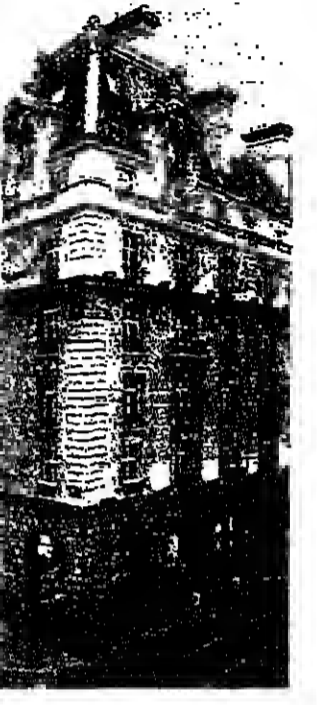
Gardens and the Draycot, also in Chelsea, is revamped as Cliveden Townhouse. The 27-bed Leonard opens in Seymour Street this month and three entrepreneurs who have successfully exploited the formula elsewhere in Britain - Ken McCulloch in Glasgow and Edinburgh, Jonathan Wix in Leeds, and Jeremy Mogford of Bryans restaurant in Oxford - are also hoping to establish London properties.

She adds: "The rate is also very reasonable compared with Claridge's or the Connaught, and services such as a massage or manicure are readily available." At the Ritz, Giles Shepard is not so sure that business customers always get what they should at townhouses. "The average room rate of townhouse hotels is now creeping up to those charged by their bigger and grander cousins," he says.

Suite dreams



Table comparing Dukes Hotel and The Ritz. Columns: Number of rooms, Price of double room, Price of suite, Dining facilities, Business facilities, Number of staff.



At Dukes, who moved into the townhouse sector five years ago, says that 80 per cent of his customers are business travellers. A report from KPMG, the consultants on townhouse hotels estimates that business travellers on average make up between 50 per cent and 70 per cent of guests.

According to its report, more than 50 per cent of townhouse guests are repeat bookings, responding to the personalised service which is built on low staff and management turnover. Recruitment of staff for charm and personality rather than technical skills; and the devolution of responsibility to all levels of staff.

House and Dukes, all in London, takes a turn on the front desk at one of his properties every week. In spite of the best efforts of the townhouses to snipe at the palace the truth is probably that each is good for the other, especially while London occupancy levels are running at more than 90 per cent.

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- January 20 The outlook for the UK electricity market. This one day seminar will explore the key issues shaping the electricity market over the next decade. Themes such as 1996, generation, wholesale price developments, transmission, distribution and supply will be considered.

- January 21 - February 1 CRINE 1996 Conference Learning to Survive. The interactive programme includes workshops and open forum sessions giving delegates a unique opportunity to influence the future direction of the CRINE initiative.

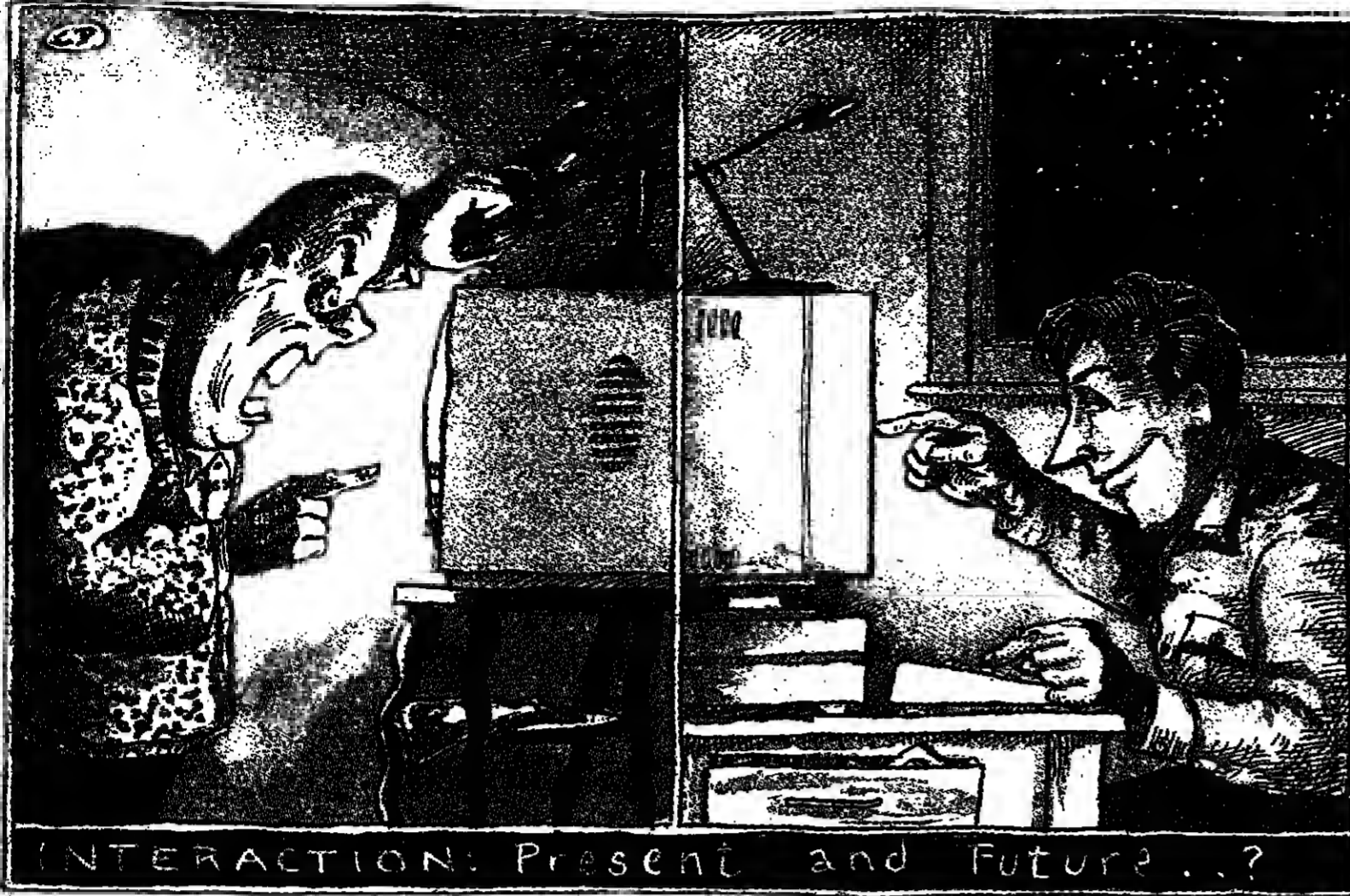
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MEDIA FUTURES



# Ready to adjust your mindset?

Interactive technology will bring radical, but not sudden, change, writes Alan Cane

**W**hich interactive media and applications will find acceptance in the home during the next 10 to 15 years and how will they affect the lives of residents?

Is the television movie in which the viewer can manipulate the ending to his or her own preference the "killer" application capable of kick-starting the interactive revolution? Or will home banking and home shopping prove the bigger draw? Such questions, which hold the key to the prospects of the multimedia revolution, will be examined by a research team from the London Business School under Prof Patrick Barwise during

the next three years.

Some indication of the level of interest in the group's conclusions is given by the list of sponsors: it includes the Markle Foundation of New York and a consortium of more than 40 companies including Barclays Bank, Rover Group and United Distillers. The research is expected to cost up to £300,000 in the first year.

A background study carried out for Prof Barwise's centre for marketing at the school, however, gives a hint of what most people expect of the interactive media revolution. If it is right, companies expecting quick returns from investment in multimedia should revise their business plans.

The study suggests the evolution of interactive media in the home is likely to be slow - that is, over the next 10 to 15 years - but that it will have a dramatic impact on people's lives. Information and entertainment, especially video games, are seen as the principal drivers. Advertising and home shopping and banking will follow and, the study suggests, "may later become the main commercial use of interactive multimedia."

Prof Barwise was not swiftly persuaded of the importance of establishing the research project, dismayed by much of what he describes as the "rhubarb" written and talked about interactive mass media (IMM).

"There is too much data and not enough understanding," he said. "Our aim will be to make sense of interactive media so as to help companies decide their strategic response to the threats and opportunities."

Starting as it means to go on, therefore, the group has adopted its own definition of IMM: "Technologies which provide person-to-machine interactions that simulate an interpersonal communication exchange," a definition wide enough to include both sending messages back to the supplier of an information or shopping service and manipulating a compact disc player.

A question the group will study is the future of advertising on interactive media. It questions whether there will be a swing away from information and entertainment funded by advertising towards media paid for by subscription. "If logging on to the Internet or an online service becomes a daily ritual, rather like reading the morning newspaper, then there is more scope for a larger proportion of promotional spend transferring to there from television or print media."

What sort of advertising could IMM support? The study gives a fictitious example: "Watch this two-minute video on the new Ford Taurus and we'll pay for the pay-per-view movie of your choice."

# Net extends the range of grey power



**Tim Jackson**

**ARE** old people frightened of computers? Conventional wisdom, brainwashed by the youth culture of Silicon Valley where people become high-tech millionaires at 25, has it that they are. The newly installed chief financial officer of one company here joked to me the other day that he was so old that his company had been forced to install a wheelchair ramp. He declined to give his age, but admitted under pressure to being in his mid-50s.

But there is an alternative view: people who are retired and live on fixed incomes are unlikely to gamble a couple of thousand dollars or pounds on a PC just for fun. Before buying a computer, the older person is more likely to want to see others using computers successfully. When that happens - when the PC has become a familiar mass-market item - older people will start to become computer literate.

That very plausible argument is put forward by Richard Adler, vice-president of SeniorNet, a non-profit organisation in San Francisco that is devoted to bringing the power of computing technology to what is tactfully termed the "older adult".

Adler argues that analysis of the marketing of a range of high-tech products, from the cordless phone to the answering machine, and the VCR to cable, shows the same pattern: the longer a product is around, the more closely its popularity among over-55s resembles its popularity with the rest of the population.

To back up this view, SeniorNet cites a survey, paid for by the microprocessor company Intel but conducted by an independent research company, which suggests that the market penetration of PCs among Americans over 55 rose from 21 per cent in June 1994 to 29 per cent in November 1995.

The moral of the story is clear: oldies are getting wired. That trend is provoking a reorientation at SeniorNet, which for the past 10 years has concentrated on spreading computer literacy among older people. Founded in 1986 in a church basement in the University of San Francisco, the group runs classes at 75 locations across the US.

Courses start from the most basic beginner's guide and progress to word-processing, spreadsheets, communications and beyond. They vary by location, but cost no more than \$30 for eight 90-minute sessions - a fraction of the rate charged by most private companies. Space is provided mostly by community centres and old people's organisations. Equipment is lent or donated by sponsors, and teaching materials come from SeniorNet's head office.

To reduce the fear factor, the students are taught by people of their own age, and the classes are intentionally non-competitive. Yet although there are no grades and no tests, SeniorNet boasts that students routinely stay to ask questions after the lesson, and come into the classroom at other times to use the computers on their own.

Since very few old people feel they need to work on their CVs, students have different reasons for signing up. Some are merely curious to learn about a technology that they have never even seen; one woman, on entering the classroom, asked which machine was the computer. Others have a clearer idea of what they want to use a computer for - whether it is computerising a family tree, keeping the books of a small business, or arranging mailings for their local church.

No matter how widely computers are disseminated, there will always be a role for a provider of low-cost training to the disenfranchised. But the arrival of PCs as consumer goods is allowing SeniorNet to return to an objective that it was forced to abandon in 1986 because computer literacy among retired

# A teleshopping-free zone

The future of home order TV in Germany hangs in the balance, says Judy Dempsey

**I**f Germany's Home Order Television (HOT) had its way, it would today be broadcasting around the clock on satellite and cable, persuading its audience to buy goods ranging from cars and clothes to holidays and shoes. But it cannot.

Teleshopping in Germany is severely restricted by law. Set up last autumn, HOT, which is jointly owned by Pro-7, the fast growing independent commercial television network, and Quelle, Germany's largest mail-ordering group, intended to change the Rundfunkstaatsvertrag, or broadcasting law. They also wanted to change audience-viewing habits, encouraging them to spend more time watching television and using the medium as a consumer tool.

The law states that home teleshopping must be limited to one hour a day. That applies to the state-run ARD corporation which is the public service television and radio, ZDF, the second state television channel, and all the private television and radio stations.

The reasoning behind the law had two strands or elements. "First, television is a public service and that is its priority. Second, although it is now being debated, teleshopping is still considered by some of the television regulators as opinion forming and should be limited," a Landesmedien-

stellen lawyer explained.

The 15-member Landesmedienanstalten essentially regulates television. Its main function is to ensure that a wide variety of quality programmes reaches German homes. To do this, the Landesmedienanstalten can issue broadcasting licences. It can also issue network access licences, and it is the watchdog for the implementation of the Rundfunkstaatsvertrag.

But as in the case of HOT shows, the regulators have found themselves in a quandary about how to define home teleshopping in such a way that the role of public service broadcasting would not be undermined.

HOT first received permission from the Bavarian television authorities - a member of the Landesmedienanstalten - to set up a pilot project to broadcast several hours of teleshopping on two channels in the Munich and Nuremberg regions.

"We were very excited about the challenge," said Alexander Fink, a spokesman for Pro-7. "We were convinced that teleshopping was not broadcasting in the strict sense. It is about distributing products. And since teleshopping is product information as opposed to opinion forming, we argued there should be a channel for such goods."

Germany's giant mail-ordering houses, including Otto Ver-

sand and Quelle, can see the advantages. It would reduce overheads for catalogues and they reckon teleshopping business would increase retail sales by more than DM500m (\$349.2m) within five years.

At the moment, retailers can sell their products only through non-German-based teleshopping channels. If they choose, they could sell their products on the Internet.

"Of course you are not breaking German law if you buy products on the Internet or through the various home shopping services which are offered by banks and other institutions," a media legal expert said.

"What distinguishes home teleshopping which is broadcast on the public television and radio channels from the Internet and banking services is that the former is public and general, and the latter concern only the individual," she explained. That accounts for the divisions of opinion among the state regulators about HOT.

No sooner had the pilot project been set up last October than HOT sought permission from the Landesmedienanstalten to broadcast via satellite, cable, on digital or analogue and across Germany. Then the trouble started. At a meeting in November, HOT failed to win the support of the state regulators. The regulators did

not even support Bavaria's initial permission to grant the pilot project to HOT.

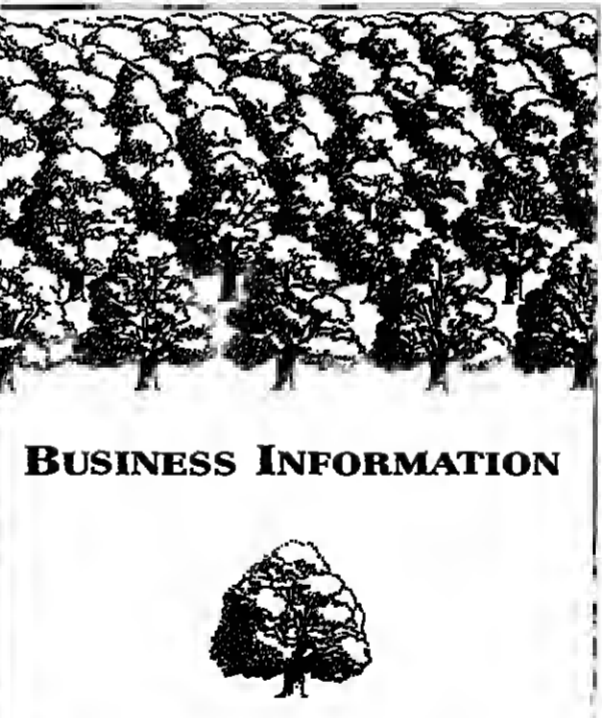
"The problem is that the legal framework about home teleshopping is not clear," said Thomas Kreyes, of RTL, Germany's leading commercial television network. RTL has already campaigned in the courts to stop HOT from broadcasting, fearing an advertising challenge.

After recent hearings before the Bavarian administrative court - courts which deal with public administration including the granting of licences - and Bavaria's constitutional court, the future of HOT remains uncertain.

The Landesmedienanstalten are reluctant to grant HOT a licence to broadcast, or ban it completely, because the law is unclear.

The courts are waiting for the regulators, still locked in discussions, to draw up a new Rundfunkstaatsvertrag which will set out new limits for home teleshopping. And the regulators themselves are waiting for the European Union to set out broadcasting guidelines as well.

"I think it is a matter of time before teleshopping will be allowed in Germany," said Fink. Then the task will be to persuade the television-shy German to spend more money looking at television, and to start shopping from home.



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**Cyber sightings**

- Sotheby's auctioneers ([www.sothebys.com](http://www.sothebys.com)) is a nice site with lots of good information including details of high-profile featured sales, such as the estate of the late Jacqueline Kennedy Onassis.
- It also has notes for the beginning investor and a worldwide auction calendar.
- If you have not yet encountered the "Market Mavens", their investment analysis is available through Plisoo & Associates' Financial Center site ([www.ftc.com](http://www.ftc.com)), a useful and interesting review of activity on Wall Street.
- It is also easy to use, with regularly updated quotes and charts.

- Stan & Dan: The Stock Guys! provide a daily fax service for short to intermediate term stock traders. At their basic web site ([www.dans.com/invest/afax](http://www.dans.com/invest/afax)) US residents can sign up for a free one-week trial.
- Volunteers for Peace is a Vermont-based organisation, related to Unesco, that organises volunteer work camps in 60 countries worldwide. For details of programmes, check their site at [www.vpmc.com/vfp/home.htm](http://www.vpmc.com/vfp/home.htm)
- To Fly is Everything... (<http://thefly.cogsci.utac.edu/inter/airplanes.htm>) is a fascinating virtual mauseum describing the invention and use of flying machines. It also offers good narrative and more than 300 still photographs from the Library of Congress collection.
- CyberJoe's Internet Café ([www.cyberjoe.co.za](http://www.cyberjoe.co.za)) in Port Elizabeth, South Africa, is a

- nice site (although the graphics are a tad garish) with some interesting links to other spots in South Africa, including a useful indexed search facility through Marquis Systems. Definitely an area that is worth watching.
- Deutsches Spendeninstitut Krefeld ([www.dsk.de](http://www.dsk.de)) is the site of the German Charities Institute - a tremendously comprehensive site covering every aspect of volunteer work and philanthropic organisations in Germany.
- There is a dual-language intro, but it is in German when you're searching.
- Quotesmith Corporation ([www.termsquotes.com](http://www.termsquotes.com)) gives details of the rates of 160 US life assurance companies. It offers a personalised price comparison service, for US residents only, but it is worth a browse if you're in the insurance sector.
- Crummer Graduate School

([www.crummer.rollins.edu](http://www.crummer.rollins.edu)) is the business school of Florida-based Rollins College. A nice, useful site, with details of the curriculum, technology services and information about the local community for prospective MBA students.

● High Technology Careers magazine ([www.hightechcareers.com](http://www.hightechcareers.com)) allows users to search a database of 9,000 career opportunities by keyword, post your CV to employers online, or even create your own CV homepage for employers to browse - or indeed, to ignore - at their leisure.

[stevaj@meopk.demon.co.uk](mailto:stevaj@meopk.demon.co.uk)

Financial Times on the World Wide Web [www.ft.com](http://www.ft.com) or [www.usa-ft.com](http://www.usa-ft.com) (updated daily)

ARCHITECTURE / SPORT

# Russia's palaces plead for care and attention

At the end of February a remarkable event will take place in St Petersburg. The old bones of the last Tsar of Russia and of his family who were slaughtered with him on July 17 1918, in Ekaterinburg, will be entombed with their Romanov ancestors in the cathedral of the Fortress of Saint Peter and Saint Paul. This strange act of reparation will be a difficult one to choreograph in spite of taking place in a city designed for imperial ceremony.

St Petersburg is one of the very finest architectural landscapes in the world. In every way it parallels the earlier splendours of Venice, and yet it has a character and a romance entirely its own. As an important part of our shared architectural culture, the city needs a vast amount of international support. Twenty-five years ago a brilliant small organisation was set up by English lovers of Venice called Venice in Peril which has funded and carried out the effective restoration of many important buildings in the city. It is time for a similar initiative for St Petersburg.

In the euphoric days immediately following the collapse of Soviet communism there were mad and worrying schemes for the modernisation of the city. The plans for the giant Peter the Great tower seem to have slowed down and will probably be dropped. If it were to go ahead, it would represent such an extreme act of cultural

vandalism that the city would be signing its own death warrant. The rare thing about cities like St Petersburg, Venice, New Delhi, and Washington is that they were built as political demonstrations of imperial or "democratic" power - they have intense meaning which is expressed in their plans and their architecture. Although they have to thrive commercially, the reason for their existence is beyond commerce and aspires beyond materialism.

How can the palaces of Saint Petersburg be restored and repaired in a city where the only Tsar is a pile of bones; the only garrison is a force of police; the only aristocrats are the international tourists graded by the depth of their purses? Although the obvious places, such as the Winter Palace and the Hermitage, look presentable, a great deal of work is needed to deal with an increasing flow of visitors. Facilities in museums both for the conservation of art and the services for visitors are improving all over the world. Russian standards will inevitably have to change.

The danger is that the intangible quality of these collections in palaces will be disturbed by modernisation. As a visitor in the Winter Palace, you are remarkably free - it is still possible to be the only person standing at the central window of the south facade of the palace looking at Alexander I's column imagining both the

glories of Napoleon's retreat from Russia and the horrors of Bloody Sunday. All around you are the masterpieces of Antonio Rinaldi, Bartolommeo Rastrelli, Carlo Rossi, Giacomo Quarenghi, and that German genius Andrei Stakenschneider. There is a sense of a place designed to be not so much "a window on the west" as a civilised world of its own.

The arrival in London last year of the great Wedgwood service commissioned by Catherine the Great prompted thoughts of the little palace for which it was commissioned. On the elaborate travels of the Tsarist court between the Winter Palace and Tsarkoye Selo resting places were needed. It was in the suburbs of St Petersburg on the marshes that Catherine ordered the building of the Cheshme Palace. Here courtiers dined from the Wedgwood "Frog" service, contemplating the sepia views on their plates of picturesque British houses and landscapes. The palace and octagonal chapel at Cheshme today are surrounded by ugly flats.

Similarly, the beauty of the Kamenostrovsky palace on its own island in the Neva to the north of the city is compromised by its use as a sanatorium. The riverside park and English-style late eighteenth century gardens all survive and with a little help could be quite magical. But the two palaces that need help, and quickly, are the Alexander Palace at Tsar-



Dostoyevsky's "most fantastic city": the Griboedova canal and the Church of the Resurrection in St Petersburg

koye Selo and the Constantine Palace at Svelina on the road to Pelschhof, with its park running into the Baltic.

The naval presence at the Alexander Palace cannot last much longer and the restoration of the last home of the Romanov family can perhaps begin. It was here that the last Tsar and his family were taken to their deaths. Their possessions apparently survive to a large extent, having been carefully put away. Apart from the historical importance of the palace it is a neglected and hidden architectural masterpiece by Giacomo Quarenghi.

The palace at Svelina has a future, probably as a great hotel. It should become a civilised enclave away from the city, which could be reached by water. It was built in 1711 for Peter the Great by the French architect Alexandre Le Blond, and has a magnificent ballroom and glorious stables. Today it is the saddest of palaces - romantic but decaying fast.

These are the important buildings that need help and protection. Every palace has its fine outbuildings and temples and fol-

lies in the parks. While UK citizens worry about the future of the perfectly secure Greenwich Royal Naval College, the great European glories of Saint Petersburg are just as much our responsibility. The romance of Russia is strong and can inspire international support and help. It is not too much to hope that a realistic rescue be initiated for what Dostoyevsky called the "most fantastic" city.

Colin Amery

I wouldn't call us athletes exactly," mused Richie Burnett. "Maybe leisurely sportsmen. It's just getting paid to show off really." Half the Rhoads Valley, a gritty former coal-mining area of South Wales, seemed to be at the Lakeside Country Club, in the heart of Surrey commuter-land, watching Burnett throwing his heart out in an attempt to remain World Darts Champion.

The Lakeside's vast ballroom was packed with 2,300 partisan and highly vocal supporters. Anyone visiting the Kingsland Tavern in Southampton that night would have been in for a dull evening. The pub landlord, bar staff and most of the customers had deserted their local to cheer on Les "Danger" Wallace, star of the pub darts team in his bid for glory at the oche.

Wallace, a 33-year-old plasterer taking a break from the building trade while he attempts to turn full-time darts professional, ooted wearing a kilt and carrying the cross of St Andrew. His fans were hoarse with excitement as he

## Up at the oche in a quest for status

stepped up to throw the first leg against Iain Brand, a relative unknown.

Backstage, Burnett was watching on a TV monitor, having already qualified for his own quarter-final. "I think the game makes great TV. Watching two fellers sweat to death wanting a double-top," says Burnett. "Most people have played darts. Know how hard it can be. How many of us have ever sat in a Formula One car? You don't know what it's like to drive one. Neither do I."

Since he won the Embassy World championship a year ago, life has changed beyond belief for Burnett. He drives a top of the range sponsored car. In the pubs and clubs of South Wales he has the kind of celebrity that once upon a time only pulling on a red rugby jersey at Cardiff Arms Park could bring.

"You can make a reasonable living out of it now," Burnett says. "I don't play many competitions. Most of the work is playing three or four



KEITH WHEATLEY exhibition matches a week.

Breweries are the usual promoters of these events, as darts in Britain is a pub game. Robert Holmes of the British Darts Organi-

sation claims 8m people play regularly. He has no doubt of darts' true status. "It's a sport. No question. It's a very physical game," states Holmes. "The physical control of muscles and the stillness and control at the oche is very, very demanding."

The Sports Council, Britain's official bureaucracy in the absence of a Sports Ministry, is equally sure of its position. "Darts is an unrecognised activity as far as we are concerned," sniffed a spokesman, after consulting the appropriate manual. Snooker, curiously, does qualify as a sport as far as Whitehall is concerned.

Richie Burnett works out by sparring with boxers at the local gym. He looks trim and in good shape, and could have been a contender in the long tradition of Welsh welter-weights. "There may be a few boozers and smokers left but most players want to stay fit,"

he says, adding that he did not have a drink in the two weeks leading up to the championships.

Beer, or more specifically lager, is where darts traditionally loses credibility in its claim to be a mainstream sport. Very few athletes in other disciplines prepare for their event with the quantities of alcohol that are part and parcel of life on the 501-circuit.

"Tonight I was careful to have no more than four pints before playing. Just enough to settle me down," explained "Danger" Wallace after his 3 sets to 1 victory over Brand. "When I go out with the Kingsland team on a Monday night I like to have a real drink."

It is tempting to think this might be a leg-pull. Qualifying for the quarter-final netted Wallace nearly £5,000. Can you really play for serious money having drunk enough to doubly-disqualify a car driver from taking to the road? Obviously yes.

In the players' ante-room, with three practice boards, the bar is doing a roaring trade.

At the sharp end, under the lights and TV cameras, things are a little different. Discreet glasses of mineral water and orange juice are the thing for the BBC, which is broadcasting the championship.

Last year 10m people watched the Sunday night final between Burnett and Dutch player Raymond Barneveld. Another 1m viewers were in the Netherlands where darts, unknown a decade ago, is enjoying huge popularity. A sizeable Dutch contingent had come to Surrey this year to cheer on both Barneveld and Roland Scholten. "We play every week in Nijmegen. It feels a little adventurous because you have to go to the pub to play," explains Henk Kerssies, a teacher.

In his party are several other teachers, a law student and a computer engineer. In mainland

Europe, darts lacks the blue-collar heritage that in its 1970s UK heyday made proletarian celebrities out of players like Eric Bristow, "the Crazy Cockney", and Jocky Wilson, a Scots ace with a huge beer belly and few teeth. When a Norwegian darts team visited recently they were appalled to be asked to play in pubs rather than the pristine sports centres they use back home.

Darts has always been a little bit out on the edge. Early this century British pubs were regularly prosecuted for allowing it to be played. It was not until 1903 that a Leeds publican appeared in court and convinced the justices that it was a "game of skill rather than chance" and thus legitimate on licensed premises. One has to agree. Even the most casual player knows how the board shrinks and the darts wobble when only one of those tiny segments will clinch victory.

"It's a simple game but it's taken me half a lifetime to be able to stand up there and hit a double when I need it," explained "Danger" Wallace, glass in hand.

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### THE WEEK AHEAD

#### DIVIDEND & INTEREST PAYMENTS

**■ TODAY**

Anglian Water 12% Bd 2014 £1200.0

Asahi Breweries 7% Bd 1999 Y700000.0

BET 1.4p

Bridgend 0.1p

Chemical Banking Svr FRN 2000 \$158.95

Chichibu Onoda Cement 7% Bd 1999 Y700000.0

Commonwealth Bank of Australia 12% Nts 1998 AS\$127.50

DIXE Fxd/FRN Jul 2004 \$16593.75

Dixons (Cap) 6% Cv Gtd Bd 2002 £337.50

European Colour 0.775p

Do 6% Cv Pf 6.3p

Get Grp 3.3p

Guinness Fin 9% Gtd Nts 1996 \$90.0

I & S UK Smaller Co's Tst 1p

Inter-American Dev Bank 12% Ln 2003 £5.25

Irish permanent FRN 1998 \$182.67

Kobe Steel 6.9% Bd 1998 Y890000.0

Do 6.9% Bd 2000 Y890000.0

Kubota 6.9% Bd 2000 Y890000.0

MMT Computing 4.4p

Mitsui Fxd Rate Nts 1999 Y400000.0

Do Fltg Rate Nts 1999 Y206667.0

Morgan Crucible 6.25p

NKK 7% Nts 1997 Y700000.0

NFC 1.8p

Parkland 2.2p

Rolle-Royce 2p

Sapporo Breweries 5.9% Bd 2003 Y590000.0

Do 7% Nts 1997 Y700000.0

Takashimaya 5.6% Bd 2001

Y560000.0

Do FRN Jan 1998 Y18800.0

TR Property Inv Tst 0.42p

Ury 3.8% Nts 1998 Y380000.0

Warner Howard 3.15p

**■ TOMORROW**

CPL Aromas 1.6p

Crown Eyeglass 4p

Esportfinans 10% Nts 1996 \$500.0

Henderson Admin 13.5p

Hobson 0.4p

Japan Airlines 6.9% Bd 2001 Y600000.0

Do 6.9% Bd 2002 Y890000.0

Kobe Steel 6.9% Bd 2001 Y890000.0

Do FRN 1996 Y17090.0

Leo 1 Class B Mtg Bckd FRN 2035 £2276.04

Leo 2 Class B Mtg Bckd FRN 2032 £217.80

National Power 5.4p

Powell Duffryn 8p

Vibroplant 1.4p

VTech (London) \$0.025

Do (Bermuda) \$0.025

**■ WEDNESDAY**

**JANUARY 10**

Anglo American Coal R3.0

Apollo Metals Cv Rd Pf 4p

Collateralised Mtg Sec (No 11) Class B FRN 2028 £213.74

Dawson Int 1.5p

Gleason (MJ) 11.45p

Guinness Fin 12% Gtd Nts 1996 £120.0

Guinness 2 1/2% Cv Nts 1997 IRE1250.0

Lothbury Fdg No 1 Class A1 FRN 2031 £1134.0

MBL Fin (Curacao) 8% Gtd Bd 2001 \$887500.0

Mitsui Fxd/FRN 1996 Y8294.0

Morris (Fltg) \$1.0

Northern Elec 63.5p

Polky Portfolio 2p

Property Partnerships 2.8p

Scottish Value Tst 1p

UK Estates 0.15p

**■ THURSDAY**

**JANUARY 11**

Barclays Und Prim FRN \$305.12

Body Shop 1.08p

Clyde Blowers 4p

Diploma 10p

Edinburgh Inc Tst 1p

European Motor 2.2p

Export-Import Bank of Japan 8 1/2% Gtd Bd 1996 \$425.0

Granada 11 1/4% Bd 2019 £1125.0

Highdigh 1.75p

Heath (CE) 3p

Highland Distilleries 6p

Kwik Save 14.05p

Molyneux Estates 2.25p

Nihon Doro Kodan 9 1/4% Gtd Bd 1998 \$481.25

Oceania Cons 0.75p

Peoples Construction Bank of China FRN 1998 \$319.44

Do FRN 2000 \$324.58

South Wales Elec 100p

Tams (J) 1.8p

Warburg (SG) FRN 2006 \$303.47

**■ FRIDAY**

**JANUARY 12**

Anglo American Corp of South Africa R1.30

Argentaria Cap Fdg Class B 9% NVTG DM Euro Pf DM0.90

Bath Press 0.14p

Conversion 9% Ln 2011 £4.50

Conversion 9 1/2% Ln 2001 £4.75

British Inv Tst 2.2p

Caffyns 5p

Caisse Francaise de Dev 12 1/4% Gtd Ln 2013 £306.25

Castings 1.22p

Chrysler \$0.60

City Merchants High Yield Tst 2.25p

Cropper (James) 1.1p

Dart 1.9p

EMAP 3.7p

F & C PEP Inv Tst 2.35p

Forward Grp 3.2p

Invesco English & Int Tst 0.4p

Jarvis Porter 2.15p

Jos 3.33p

Mercury European Privatisation Tst 0.6p

Mt. Hidge 0.35p

Morgan (JP) \$0.81

Nishio Iwai 3.9% Bd 1998 Y380000.0

Pillar Property Invs 1.5p

Polar 4p

RPC 1.2p

River Plate & Gen Inv Tst 7.04p

Shankis & McEwan 1.2p

Sime Darby M80.165

600 Grp 0.75p

Spandex 1p

Standard Chartered Und Prim Cap FRN \$297.08

Do (Ser 4) \$301.56

Tiger Oats R0.695

Trace Computers 1p

**■ SUNDAY**

**JANUARY 14**

Funding 3 1/4% 1999/2004 £1.75

Treasury 13% 2000 £6.50

#### UK COMPANIES

**■ TODAY**

**BOARD MEETINGS:**

Finals:

Barr (AG)

Inspirations

Treatt

Interims:

Calluna

Ellis & Everard

Westport

Williamson Tea

**■ TOMORROW**

**COMPANY MEETING:**

Carr's Milling Invs, Crown Hotel, Wetheral, Carlisle, 11.30

**BOARD MEETINGS:**

Final:

French

Interims:

Bespak

Tomorrows Leisure

Universal Salvage

**VHE Hldgs**

**■ WEDNESDAY**

**JANUARY 10**

**COMPANY MEETINGS:**

Fenner, 23, Great Winchester Street, E.C., 9.30

Gleason (MJ), Haredon House, London Road, North Chesham, Surrey, 12.00

Shaftesbury, Pegasus House, 37-43, Sackville Street, W., 12.00

UPF, Goldthorn Hotel, Penn Road, Wolverhampton, 11.30

Wigmore Property Inv Tst, 155, Bishopsgate, E.C., 3.00

**BOARD MEETINGS:**

Finals:

Jersey Elec

M & W

Interims:

Banks (Sidney C)

Dixons

Ewart

Fleming Int High Inc

Ryland

Savills

**■ THURSDAY**

**JANUARY 11**

**COMPANY MEETING:**

Foreign & Colonial PEP Inv Tst, Exchange House, Primrose Street, E.C., 11.00

**BOARD MEETINGS:**

Finals:

Denmans Elec

Lonrho

Low (Robert H)

RGO

Interims:

Carpentright

Cassidy Bros

Coral Products

GGT

Jones Stroud

Jury's Hotel

Matthew Clark

PSIT

**■ FRIDAY**

**JANUARY 12**

**COMPANY MEETING:**

Perpetual, Phyllis Court, Herby-on-Thames, Oxon, 12.00

*Company meetings are annual general meetings unless otherwise stated.*

Please note: Reports and accounts are not normally available until approximately six weeks after the board meeting to approve the preliminary results.

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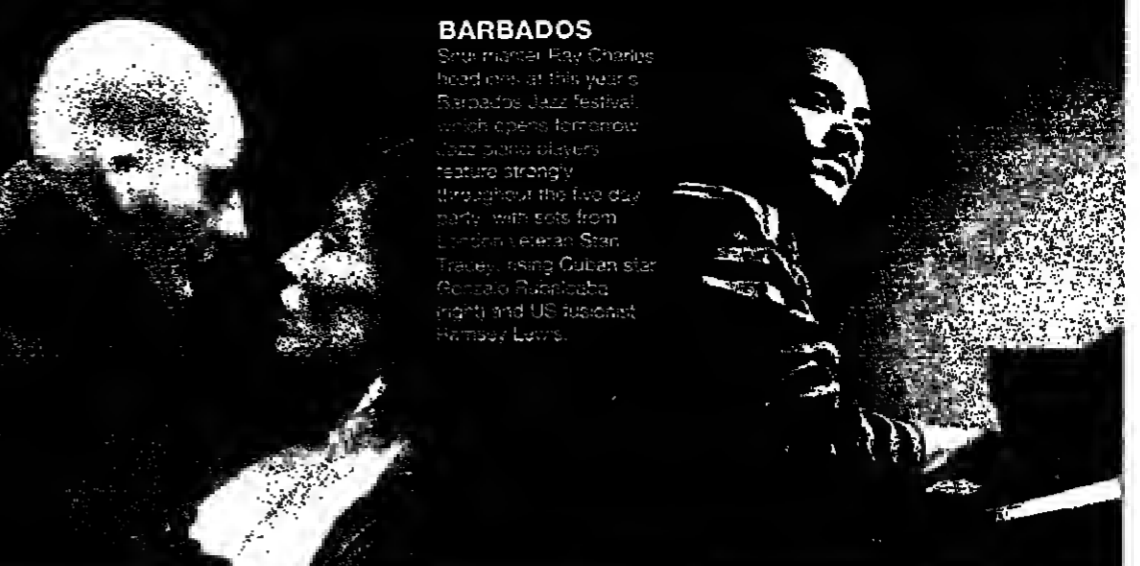
After a long absence from the world's opera...

LONDON

On Friday the British London International...

BARBADOS

Soprano Kay Charles headlines at this year's Barbados Jazz festival...



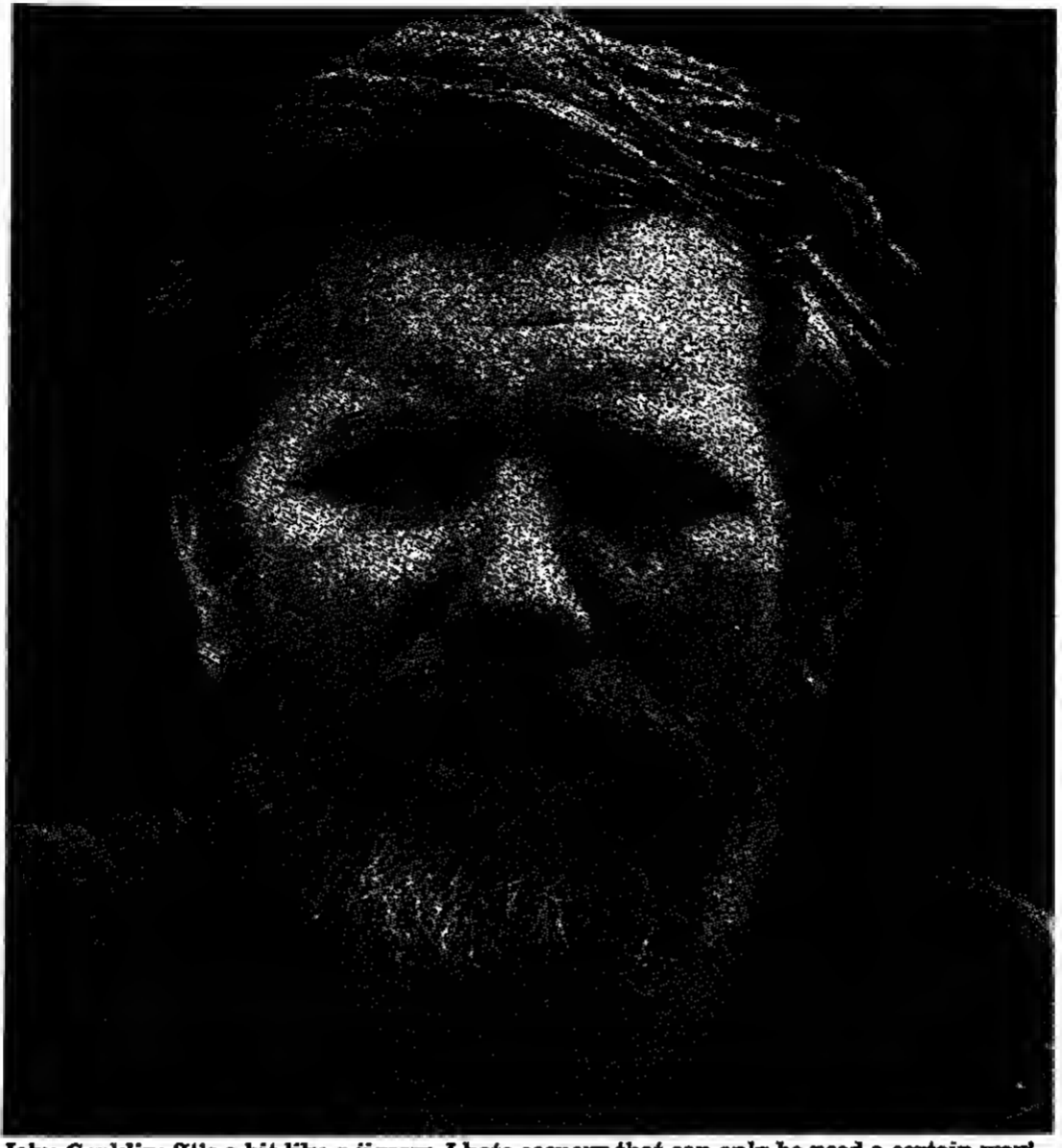
The master builder

Andrew Clark talks to John Conklin, America's leading opera designer

Imagine a roomy apartment on New York's Upper West side. At one end you have a panoramic view of the Hudson River...

is finished, he likes to play with each element to see what it can do. "I'm a great fan of the accident - the back of the piece instead of the front, the wrong piece of scenery flourishing where you never expected it...

In that respect he is unusual, because opera and theatre in the US do not cross-fertilise the way they do in Europe. Conklin says the word "operatic" is viewed with disfavour in American theatre circles...



John Conklin: 'It's a bit like a jigsaw. I hate scenery that can only be used a certain way'

designed The Ring, for San Francisco in the mid-1980s and now in Chicago, but dismisses it as "one of Wagner's less interesting pieces". Hindemith, whose Mathis der Maler Opera last autumn, "had the dramatic instinct of a flea"...

Although he has no desire to direct opera, his new role at Glimmerglass gives him a major voice in planning and production. He sees a future in operatic adaptations on the lines of Peter Brook's Trovatore...

critic or an expert - has to interpret it for them. He says audiences need to be challenged and mystified in ways that lead into themselves. "I would encourage them to perceive a stage picture as something they're free to wander in like a wonderful dream, with their own thoughts, feelings and reactions..."

Obituary Lincoln Kirstein

Lincoln Kirstein, joint founder of New York City Ballet, poet, patron of the arts, polemicist, collector, critic, philanthropist died in New York last Friday at the age of 87. He had many interests in the arts, as he had many interests in the arts to which he gave passionate and practical service...

1933, Kirstein met George Balanchine, as the latter surveyed the imminent collapse of his troupe, Les Ballets 1933. Kirstein saw the possibility of realising an ideal he already held: the establishing of classical ballet in America...

These many and seemingly disparate concerns were united by a guiding intelligence which was both uncompromising and uncompromisingly generous, and served as the artistic conscience of an era. This was the essentially American quality of his work that desire to ameliorate and inspire a society to the goal of a more humane and imaginatively rich world...

Writing about Igor Stravinsky, Kirstein observed: "Stravinsky has always resisted canonisation... His mind is too active, restless, sharp to make comfort for a solid cult. An acetylene torch is bright and cuts steel, but it does not glow like a domestic hearth..."

Clement Crisp

INTERNATIONAL ARTS GUIDE

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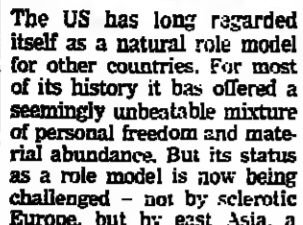
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Michael Prowse • America

## Confucius rules

America will enjoy an economic lead over Asia for decades, but it could learn valuable social lessons from the region



The US has long regarded itself as a natural role model for other countries. For most of its history it has offered a seemingly unbeatable mixture of personal freedom and material abundance. But its status as a role model is now being challenged - not by sclerotic Europe, but by east Asia, a region that has enjoyed annual per capita economic growth in excess of 5 per cent for the past three decades. If growth were randomly distributed, there is roughly one chance in 10,000 that success would have been so regionally concentrated, the World Bank says.

Asian leaders are quick to emphasise that their model of development has social as well as economic advantages. Many believe that Americans are "too free for their own good". Lee Kuan Yew, the former prime minister of Singapore and architect of its economic transformation, was blunt in a 1994 interview with the journal *Foreign Affairs*. Speaking of American society, he said: "I find parts of it totally unacceptable: crime, drugs, violent crime, vagrancy, unbecoming behaviour in public - in sum the breakdown of civil society."

Most experts agree that the region's success mainly reflects adherence to economic fundamentals: unusually high rates of domestic saving and investment, a strong commitment to education, and prudent fiscal and monetary policies. In a 1993 study the World Bank concluded that Asian experiments with industrial policies were mostly a failure.

Some US economists would go further. Paul Krugman of Stanford University has made himself unpopular in Asian capitals by arguing that the region's explosive growth reflects growth of inputs rather than improvements in efficiency.

Between 1966 and 1990 Singapore enjoyed annual per capita growth of 6.6 per cent, equivalent to a doubling of living standards every decade. But over this period, the employed share of the population rose from 27 per cent to 51 per cent; investment as a percentage of national income rose from 11 per cent to more than 40 per cent, and educational standards were sharply improved. Increases in inputs of this magnitude are unrepeatable; Singapore (and other Asian economies) are thus likely to grow less rapidly over the next 30 years.

As if to confirm this thesis, Japan's growth rate has

slowed (and not just during the recent slump) as its living standards have begun to approach those of the US. This is not surprising: it is easier to "catch up" by copying other people's technology than to blaze a new trail of one's own.

But while likely to remain economically pre-eminent for decades to come, the US still has plenty to learn from Asia, which benefits enormously from its Confucian cultural heritage. Earlier this century western scholars, such as the sociologist Max Weber, tended to blame Confucius for Asia's economic backwardness.

The Chinese sage - who lived 2,500 years ago - was as hostile to the profit motive as the ancient Greeks. But other aspects of his teaching have stood Asia in good stead. The region's astonishing commitment to investment in "human capital" is a direct reflection of his stress on the importance of scholarship and learning, which has no parallel in western culture.

Perhaps even more important is the emphasis the Confucian tradition places on filial piety and respect for family. The fundamental difference between Asian and western concepts of society, Lee Kuan Yew told *Foreign Affairs*, "is that eastern societies believe the individual exists in the context of his

family. He is not pristine and separate. The family is part of the extended family, and then friends and the wider society. The ruler or the government does not try to provide for a person what the family best provides."

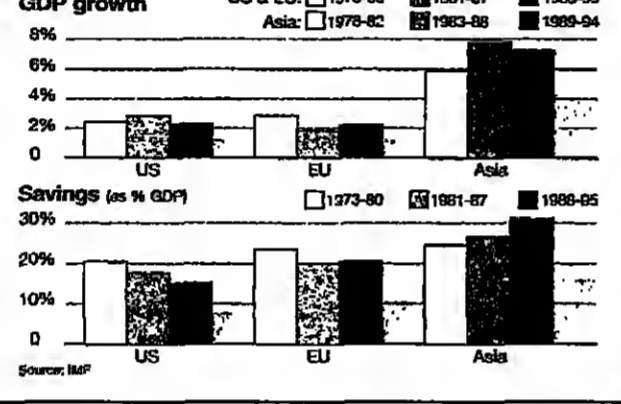
This is indeed a fundamental point. A case could be made that all of the US's (and perhaps Europe's) most intractable social problems reflect the fragility of the family. Because Asian nations have been able to rely on family members' Confucian sense of responsibility for each other, they have not needed to create tax-funded welfare states on the scale familiar in the west.

This has been a twin blessing. Asian nations have enjoyed much lower levels of taxes and public spending. And since families have had to shoulder welfare burdens, personal savings rates have also been far higher. Family cohesion, meanwhile, has helped Asia to avoid the worst excesses of American inner-city violence and depravity, which are widely seen as linked to the sharp rise in the proportion of children raised without fathers.

From a US perspective the advantages of Asian culture are seriously diminished by its authoritarianism. This, too, is a legacy of Confucian thought which saw the relationship between government and the people as akin to that between a master and pupil. The ruler is not responsible for the people's material welfare, but he is expected to instruct and mould them.

There is no prospect - nor should there be - of the US retreating from its commitment to individual liberties. But its society would benefit greatly if people could be encouraged, voluntarily, to adopt many of Confucius's maxims. I fear, however, that none of this year's presidential candidates is likely to run on a Confucian platform of moral self-improvement, love of learning, respect for family, and thrift.

### The virtue of thrift



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## LETTERS TO THE EDITOR

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### Turkey needs to seek growth based on traditional Moslem system of values

*From Randhir Singh Bains, Sir,* In his article "An identity crisis" (January 3), Edward Mortimer rightly identifies ethnic nationalism as the likely cause of socio-economic disruption in Turkey.

However, Turkey's real problem is not ethnic nationalism but Islamic fundamentalism, which is affecting virtually every country in the Moslem world.

With the collapse of communism, an ideological vacuum has come into play in Moslem countries, which is being filled by Islamic fundamentalism.

Lack of economic development coupled with the west's biased perception and

the Palestinian issue is pushing more and more young Moslems into the quagmire of Islamic radicalism.

Islamic fundamentalism, however, can be contained, as Malaysia and Indonesia have successfully demonstrated, by developing an economic system based on indigenous social and cultural values. In other words, economic growth driven by, not opposed to, traditional Moslem value-systems. Such growth would not only prevent the atomisation of society, but also marginalise the religious parties.

The current economic model, which tends to imitate the West almost verbatim, is bound to help rather than hamper the growth of Islamic fundamentalism in Turkey.

*Randhir Singh Bains, 34 Shere Road, Gants Hill, Essex IG2 6TG, UK*

*From A.D. Hoadley, Sir,* In your news item about the Turkish elections ("Fear of Islam unites Turkish political rivals", December 27), one phrase stood out in the context of the year-end contemplation of the workings of British parliamentary democracy.

"There are deeper doubts, too, about the long-term dangers of exclusion from power of a political movement which is backed by more than a fifth of the population..."

In the 1983, 1987 and 1992 UK general elections the Liberal/SDP or Liberal Democrats received 25.4 per cent, 33.6 per cent and 17.8 per cent of the vote respectively, reflected by 3.5 per cent, 3.4 per cent and 3.1 per cent of the seats.

In Turkey, at least the Refah party's 21.32 per cent of the votes gave it 28.7 per cent of the seats.

May I suggest that the British electoral system deserves our serious concern regarding the long-term dangers which it breeds.

*A.D. Hoadley, 16 Warren Lane, Friston, Eastbourne, East Sussex BN20 0EL, UK*

### Irony of why Emu could hinder aim of preserving European peace

*From Mr Paul Craven, Sir,* Philip Stephens ("Beyond Madrid", December 15) suggests that British Eurosceptics are "entirely oblivious of history" as "the Bonn-Paris axis guarantees British as well as European security". In writing this, he is sustaining a myth that has been propagated since the fall of the Berlin Wall.

There is no-one who doubts that peace and stability within Europe are both more likely if France and Germany are on good terms. What one might question, however, is whether this provides, and has provided, a guarantee.

Even the most enthusiastic supporters of Franco-German integration would surely agree that the cold war era was hardly a time that could be described as a period of "European security", particularly if one considers the totalitarian regimes of eastern Europe and the tensions in a divided Berlin.

In addition, it was only the presence of Nato forces

### Separate listing proposal should be condemned

*From Sir Peter Walters, Sir,* We should have always expected that regulation of the UK's privatised industries would evolve. However, the suggestion from Ofwat, the water industry regulator (Letters, December 30), that a regulated utility subsidiary should be partially listed following a takeover made by its parent suggests that the evolutionary process is going seriously wrong.

This precedent, if it were allowed, would substantially reduce the threat of takeover for all privatised entities. At the same time, it would create large economic units which were neither controlled by their majority shareholders nor by the minority. In such an environment the dead hand of complacency flourishes.

This would have the effect of acting against customers' interests. Much better to encourage efficient management to seek new ways of reducing costs and utilising assets more effectively. These efficiencies can then be passed on to benefit both customers and shareholders in due course. Certainly this needs to occur in a strong regulatory framework to prevent the UK's privatised industries appearing to have those powers already. This requires management to make its choices and be judged by the consequences. No doubt there will be winners and losers.

However, in a global economy where privatisations and private finance initiatives are growing rapidly, the gains for the winners and the British economy are potentially large. The losers will be taken over or lose their jobs, as they deserve. This is how the market expects to work and what investors were led to believe at privatisation.

This precedent, if allowed, would have deeply negative implications for the entire privatisation process both past and future. Politicians and shareholders should take note and condemn this idea to the evolutionary dustbin before it gains a foothold.

*Peter Walters, 64 Chester Square, London SW1W 9EA, UK*

### Subtle and psychological factors in the real cost of an asset

*From Mr Neil Cummins, Sir,* I would like to comment on Samuel Brittan's article on rational choice ("Glad tidings of dear joy", December 16/17). The article uses a wine example (a case of 1982 Bordeaux bought for \$20, now worth \$75) to examine the rational choice of "Glad tidings of dear joy", December 16/17). The article uses a wine example (a case of 1982 Bordeaux bought for \$20, now worth \$75) to examine the rational choice of "Glad tidings of dear joy", December 16/17).

There is, however, a subtle difference between the costs of accidentally destroying an asset and giving it away. To assume that individuals only gain pleasure from self-indulgence, especially writing at Christmas, is very harsh. Many people enjoy giving, and believe that "to give is better than to receive". We only need to look at the huge amount of money donated to charities to see this.

Thus there will be a "feelgood effect" (FGE) of giving the wine away that will partially offset the cost. The money cost of giving is still \$75, but the overall cost of giving will be \$75-FGE. The recipient (friend, relative or colleague) will be able to enjoy the wine, and thus total social welfare will be higher than if the bottle was dropped. The donor may also benefit in real terms at a later date - the recipient may return a gift.

I am sure that a millionaire would feel happier giving \$5,000 to charity than he/she would burning \$5,000 by mistake. Again, the cost of giving is less than the cost of destroying, despite identical opportunity costs.

This care for fellow man makes the "rational" cost of dropping a bottle greater than the cost of giving that bottle away. There are positive benefits of giving both to the individual and to society as a whole (through an actual pareto improvement over dropping the bottle). It is incorrect to assume that the costs of the two actions are the same, since costs include psychological costs. The key to rational decision making is to look at all effects and not just money.

*Neil Cummins, Exeter University, A105, Nash Grove, Clydesdale Road, Exeter EX4 4QZ, UK*

### Personal View • Michael Cassidy

## A City marketing challenge

Co-ordination is vital if London is to be promoted successfully as a financial centre

The past year was one of considerable achievement for London as a world financial centre. The City consolidated its position as Europe's leading business centre. It attracted significant investment from continental European banks, including Deutsche Bank of Germany and ABN Amro Bank of the Netherlands. And it underlined its strength in foreign exchange dealing: about a third of world turnover is now traded through London; more D-Marks are traded here than in Frankfurt.

But 1995 also witnessed a keen debate about how best to develop a co-ordinated marketing strategy for the City. In July, the chancellor established a City promotion panel of senior figures such as Mr Howard Davies, Bank of England deputy governor, Sir Brian Pearce, chairman of British Invisibles, and representatives from three overseas banks.

Mr Clarke's panel has not yet shown what it is capable of, although promoting the UK's privatisation skills in South America - as the chancellor is now doing - plays to one of the City's great strengths. Next month a Treasury minister is expected to appear before City representa-

tives to discuss the panel's remit.

But the creation of the panel raises questions about how to co-ordinate the work of different bodies such as the Treasury, the Bank of England and the Corporation of London with a vested interest in London's continued success.

Some argue - wrongly, in my view - that no co-ordination is required. They say that the City best sells itself through its own successes and that none of the main prospective participants would consent to pool their efforts.

But there is a danger that the disparate efforts of those interested in the success of the City might confuse the very people they are trying to impress. There are two levels at which this problem needs to be addressed.

First, there is the question of how the City positions itself to take advantage of market opportunities. This requires

decision-makers to take a position on issues such as European financial services regulation and whether the UK should participate in a single European currency and sign up to the social chapter of the Maastricht treaty.

In these areas, a diversity of contributions is helpful. They are issues on which views are often sharply divided. It might be counterproductive to have one particular solution promoted by a single body which other participants are corralled into accepting.

Serious research and careful analysis are more likely to produce a consensus than the efforts of a super City body charged with formulating an overall "City view".

Under the Japanese system, a position would probably be imposed by the Ministry of Finance. In France, this role would be played by the Treasury. But in the UK, the proliferation of representative organisations, such as trade bodies and exchange authorities, makes it possible to develop a flexible response.

Co-ordination of the City's marketing effort, however, is a wholly different matter. It needs energy rather than insight. And, if it reduces the present duplication of effort, it is in everyone's interests.

The current lack of liaison between many of those employed in promoting UK financial services overseas has sometimes meant that two or more City organisations have visited a given financial centre within weeks, or even days, of each other. This has caused dismay and confusion among those being contacted.

Improvements are also necessary in other areas. For example, publications promoting the City need to be jointly prepared, giving an agreed general message and using common - and up-to-date - statistics. Finally, a list of individuals, willing to comment on City issues in the print and electronic media, needs to be organised. This would help to ensure a coherent and up-to-the-minute response to fast-moving events from someone who is actually in the thick of the action.

This sort of marketing co-ordination requires a commitment of resources, a team of knowledgeable people and a central organisation prepared to work consistently over a long period to achieve the desired objectives. It is a job which the Corporation of London would be well-suited to - and well-placed to undertake.

As the City's local authority, the corporation benefits from close, but objective, contact with the square mile's business community and has a proven ability to deliver results. It is not a regulator and there would therefore be no potential conflict of interest between the role of watchdog and the task of promoting London.

By the end of the decade, I expect there to be only one global centre of international finance. A co-ordinated - and well-resourced - marketing strategy can help to ensure that centre is London.

*The author is chairman of the policy and resources committee of the Corporation of London*

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